

# COMMONWEALTH OF MASSACHUSETTS

## HUMAN RESOURCES DIVISION OFFICE OF DIVERSITY AND EQUAL OPPORTUNITY

### Annual Report Fiscal Year 2017



Governor Charles D. Baker  
Lieutenant Governor Karyn E. Polito  
Ronald J. Arigo, Chief Human Resources Officer



## *Comments from the Director of Diversity:*

Welcome to our Annual Diversity and Inclusion Report. The Office of Diversity and Equal Opportunity (ODEO) is charged with the responsibility of maintaining the integrity of the basic principles of human rights and equal access to employment. The ODEO proactively promotes diversity and inclusion and ensures equal opportunity in the areas of hiring, promotion, transfer, recruitment, termination, other employment terms and conditions. ODEO works collaboratively with the Executive Departments to develop strategies and policies that foster a diverse, inclusive, highly skilled and competent workforce.

We are committed to identifying and removing artificial barriers to employment and advancement. Ensuring a diverse and inclusive workplace, that embraces, respects, values, and empowers our employees to maximize their skills and talents to serve our citizens.

We have had many collective Diversity and Inclusion achievements and successes this year, below are a few highlights:

- Recipient of the Northeast Human Resources Association (NEHRA ) 2017 Frank X. McCarthy Diversity Champion Award
- Recipient of Massachusetts' Rehabilitation Commissions' Diversity Award
- Participants in the Ernst and Young Black Executive Roundtable on Diversity and Inclusion
- Partnered with Mass Housing to host a workshop on "Selling Diversity and Inclusion to Senior Leaders"

I'm privileged to share the Annual Report for Fiscal Year 2017.

Best Regards,

**Sandra E. Borders**

Sandra E. Borders, MSM, PHR

Director

Human Resources Division

Office of Diversity and Equal Opportunity

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**Sandra Borders**  
Director

**Juanita Allen**  
Recruitment and Outreach Manager

**Lisa Harrison**  
EEO Compliance Officer/System Administrator

**Betzaida Herrera**  
Program Coordinator

## **Mission**

Our mission is to carry out the Baker-Polito Administration's mandates to ensure practices of non-discrimination and equal opportunity and to deliver customer-focused solutions in attracting, hiring, retaining and promoting a diverse workforce within the Commonwealth of Massachusetts. Utilizing best practices and promoting a pro-active approach to Affirmative Action, Equal Opportunity and Diversity, we strive to create and foster an environment that affirms and values the diversity of our workforce.

## **Vision**

To realize a diverse and inclusive workforce where employees are valued and their talents maximized to make a positive difference in the lives of the citizens of Massachusetts.

## **Core Values**

Integrity  
Respect for People  
Open Dialogue  
Accountability

For more information, please visit our website:

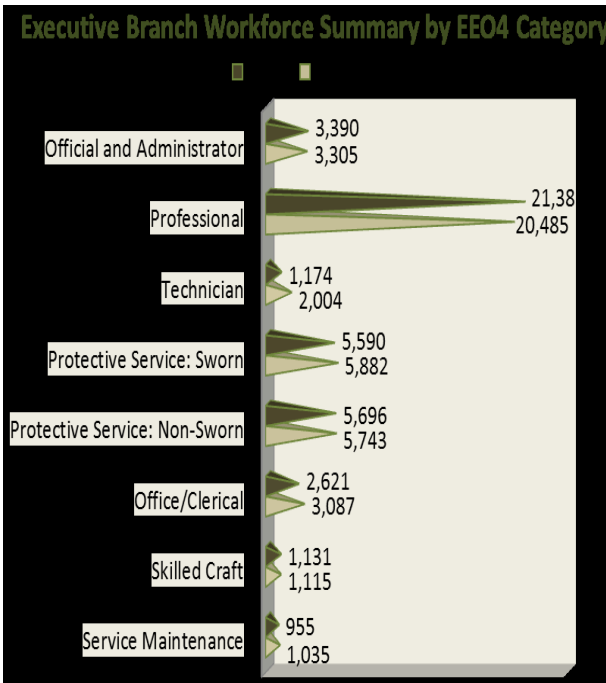
<http://www.mass.gov/anf/employment-equal-access-disability/diversity-access-and-opportunity/>

*Where  
Affirmative  
Action  
and  
Equal  
Opportunity  
are  
a  
practice.*

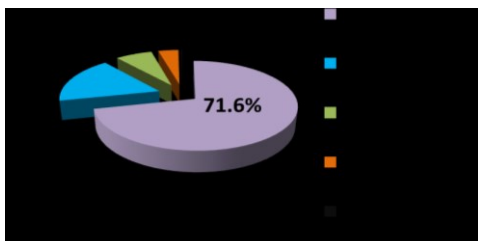
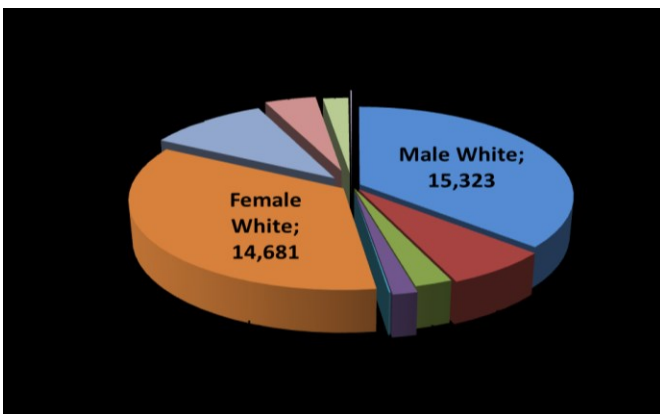
## Executive Branch Summary

The Office of Diversity and Equal Opportunity (ODEO) fulfills its missions by ensuring equal access to employment through non-discrimination, affirmative action and diversity policies and procedures.

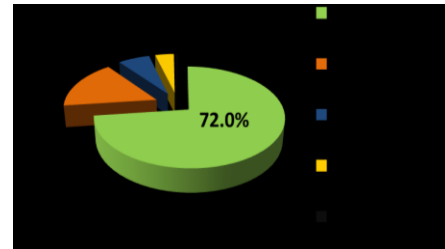
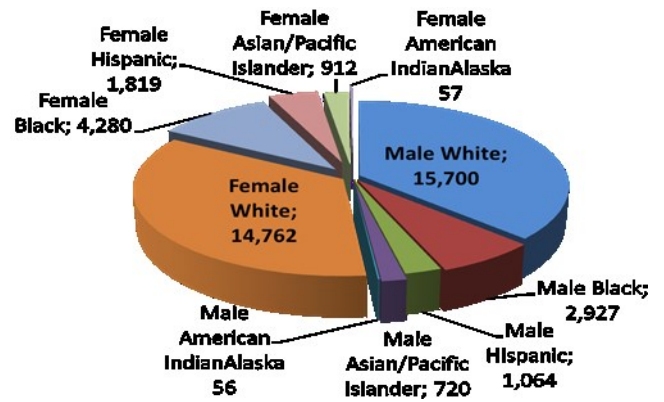
The FY17 Annual Report represents the workforce analysis for the Executive Branch departments. The Commonwealth of Massachusetts continues to strive toward reaching employment parity for protected groups.



## Executive Branch Demographics for FY17

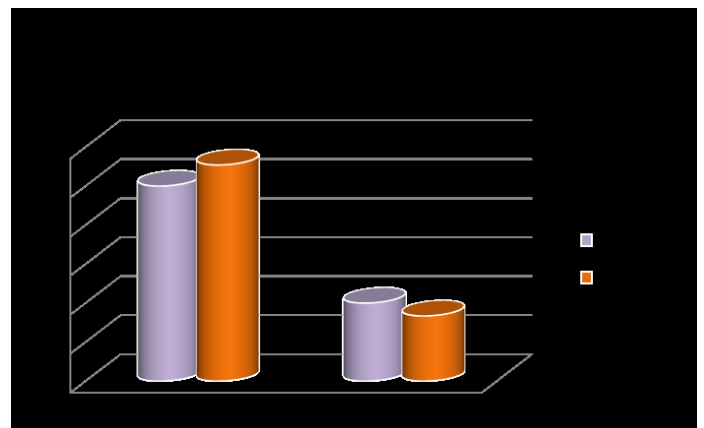
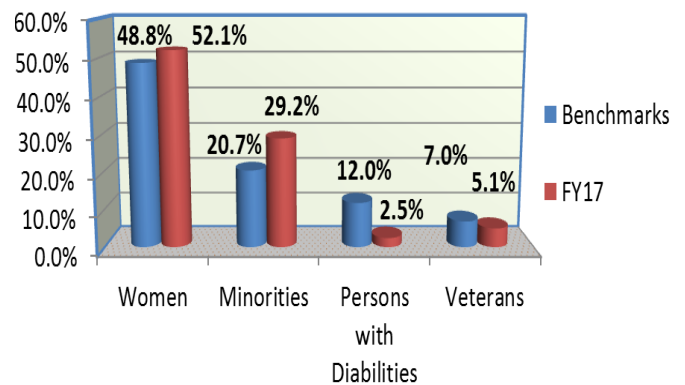


## Executive Branch Demographics for FY16

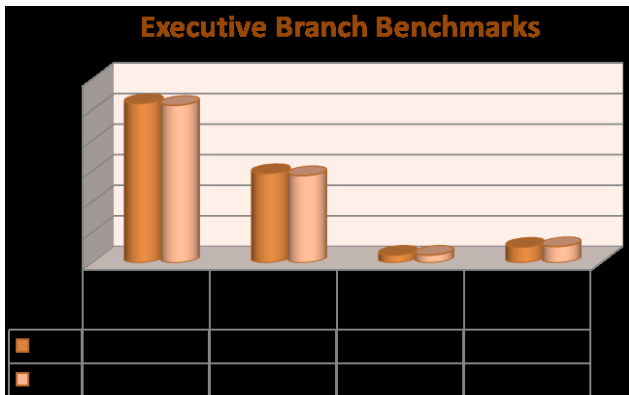


Parity goals for the Commonwealth are based on the American Community Survey (ACS) 2010 Census are as follows:

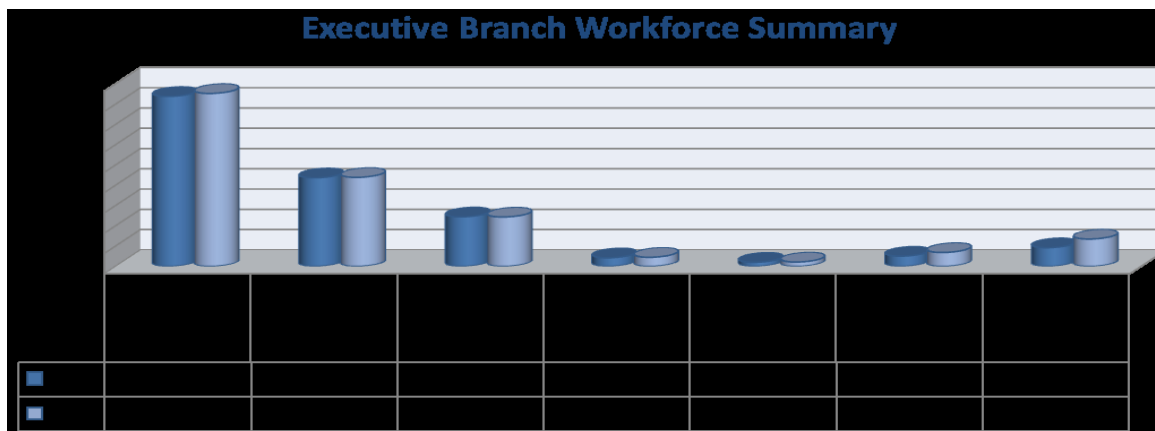
## Executive Branch Compared to Benchmarks



(continued)



During FY17 the workforce for the Executive Branch departments of the Commonwealth decreased from 42,658 to 41,938. Detailed charts and graphs for each Secretariat in the Executive Branch are included in the subsequent pages of this report.

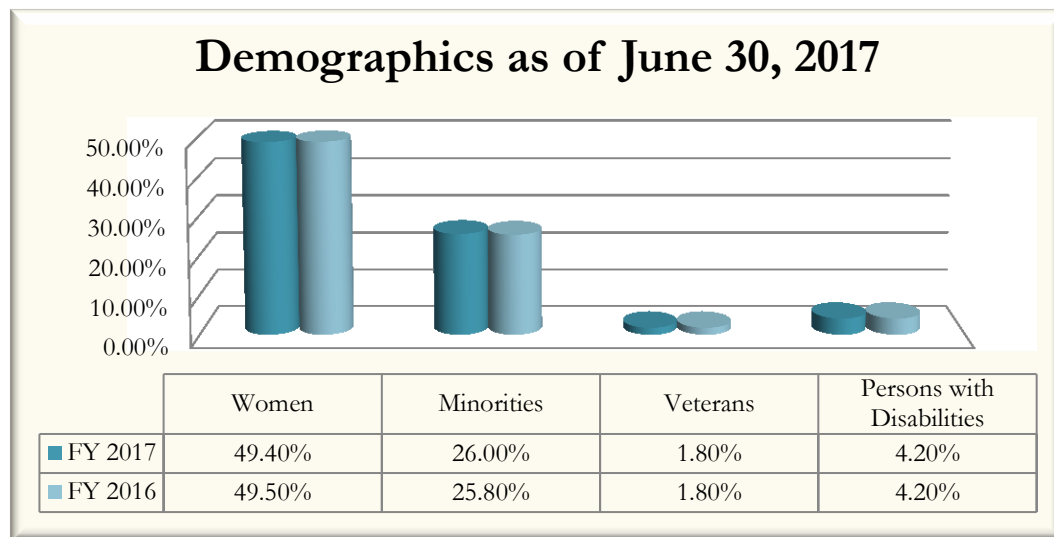


This report examines the Executive Branch departments' progress during fiscal year ending June 30, 2017.

<sup>1</sup> Based on the Office of Federal Contract and Compliance (OFCCP) and the Vietnam Era Veterans' Readjustment Assistance Act (VEVRAA)

# EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE

**SECRETARY KRISTEN LEPORE**



## **AGENCIES' DIVERSITY OFFICERS**

Appellate Tax Board - Joyce Pagonis  
Bureau of the State House – James Henderson  
Civil Service Commission – Cynthia A. Ittleman  
Department of Revenue – Meghan F. Foley  
Division of Administrative Law Appeals – Edward B. McGrath  
Division of Capital Asset Management and Maintenance – James Henderson  
Executive Office for Administration and Finance – Jacqueline Harris Brownell  
Group Insurance Commission – Karin Eddy  
Health Policy Commission – David Glaser  
Human Resources Division – Mary Sharkey  
MA Developmental Disabilities Council – Cathy Jackson  
MA Office of Information Technology – Ellen Wright  
MA Office on Disability – Michael Dumont  
Operational Services Division – Jacqueline Harris Brownell  
The State Library of Massachusetts – Alix Quan

# THE EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE (A&F) FY 2017 ANNUAL NARRATIVE REPORT

## **Secretariat Overview:**

The Executive Office for Administration and Finance (A&F) develops and executes cost effective public policy initiatives and services that ensure the financial stability, efficiency and effectiveness of state and local government . A&F agencies share a public policy vision of continuous improvement driven by the recruitment, development and support of employees who are collectively as diverse as the citizens we serve. A&F's new secretary, Michael Heffernan has been at the helm since August, 2017.

The A&F Secretariat is comprised of thirteen agencies that strive to further the Governor's efforts of serving the citizens of the Commonwealth and making an impactful difference. The agencies are as follows: Appellate Tax Board, Bureau of State House, Civil Service Commission, Department of Revenue, Developmental Disabilities Council, Division of Administrative Law Appeals, Division of Capital Asset Management and Maintenance, Group Insurance Commission, Human Resources Division, Massachusetts Office of Information Technology, Massachusetts Office on Disability, Operational Services Division, and State Library of Massachusetts.

## **Workforce Analysis:**

A&F has a total workforce of 2,785 compared to 2,862 in Fiscal Year 16 (FY2016) which represents a 2.8% decrease in its total workforce.

## **Aggregate Data:**

<b>Category</b>	<b>FY 2017</b>	<b>FY2016</b>	<b>Variance</b>
<b>Females</b>	49.4%	49.5%	<b>-0.1%</b>
<b>Minorities</b>	26.0%	25.8%	<b>+0.2%</b>
<b>Persons with Disabilities</b>	4.2%	4.2%	<b>0%</b>
<b>Veterans</b>	1.8%	1.8%	<b>0%</b>

Female employees made up 49.4% of the A&F workforce; this is a slight decrease from FY16. Minority employees made up 26% of the A&F Secretariat, which represents an increase over FY16. Persons with Disabilities and Veterans make up 4.2% and 1.8% respectively; there has been no change in both categories from FY16. The Secretariat continues to drive positive diversity outcomes.

**Workforce Trends:** A&F agencies continue to partner with the Office of Diversity and Equal Opportunity (ODEO) to promote their open positions within various diverse communities and professional organizations. Engaging in strategic partnerships has proven beneficial to develop pipelines of diverse talent, in order to advance a primary goal of diversifying the workforce on all career levels. In addition, during FY17, A&F agencies continued to promote females and minority individuals. Female employees received 50.0% and minority employees received 50.0% of the promotions.

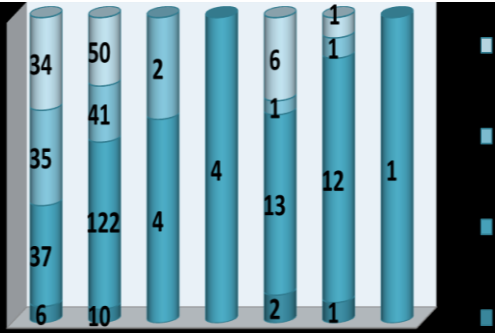
**Agency Highlights:** Several A&F agencies have established Diversity Councils or Diversity team and employees from these councils and teams collaborated during FY2017 to host two Secretariat wide diversity career development events, two



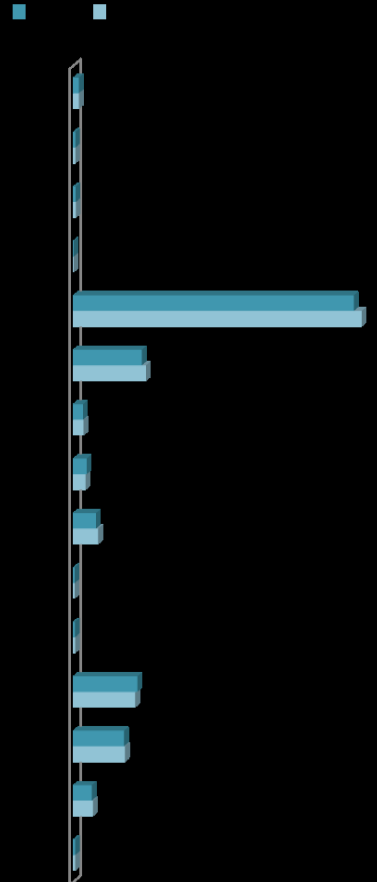
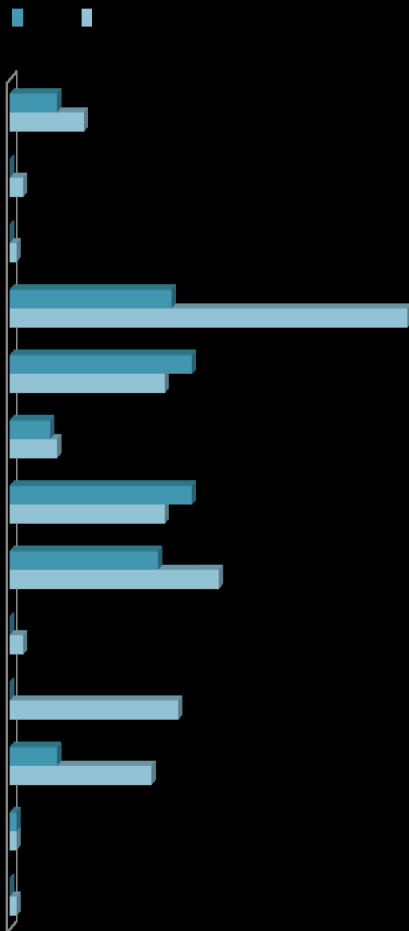
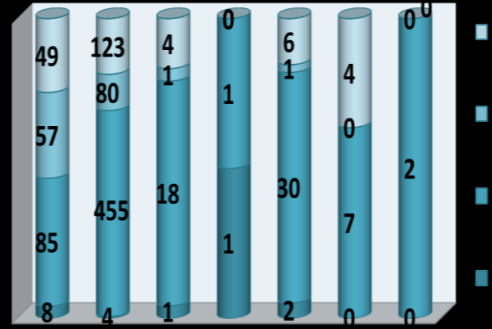
community service events and one social diversity event. The events were well attended and feedback from A&F employees was positive.

**Moving Forward**: We are committed to attracting, promoting, and retaining a highly skilled and diverse workforce. The Executive Office for Administration and Finance will continue to promote and encourage staff professional development. One example is A&F's participation in Lynda.com. Through Lynda.com employees can access developmental opportunities through eLearning's at their own pace. Our aim is to advance the Secretary's vision around Diversity and Inclusion.

Executive Office for Administration & Finance  
Analysis by EEO4 Category – FY17



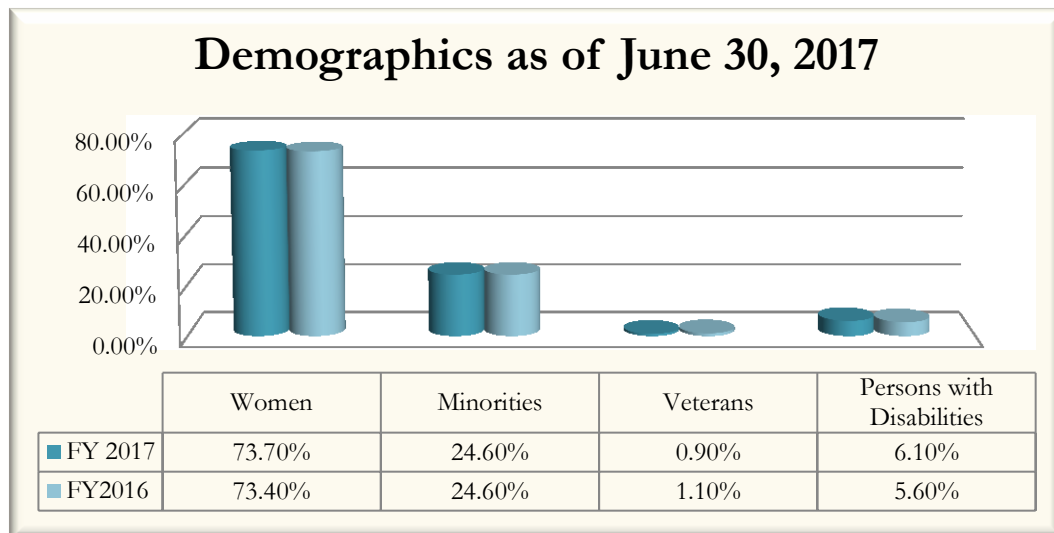
Executive Office for Administration & Finance  
Analysis by EEO4 Category – FY16



# EXECUTIVE OFFICE OF EDUCATION

**SECRETARY JAMES A. PEYSER**

**Sarah Harding, Diversity Director**



## **AGENCIES**

Executive Office of Education  
Department of Early Education and Care  
Department of Elementary and Secondary Education

## **EXECUTIVE OFFICE OF EDUCATION (EOE) FY 2017 ANNUAL NARRATIVE REPORT**

### **Introduction**

The Executive Office of Education (EOE) sits at the center of our public education system, and coordinates the development and implementation of initiatives across our early education, K-12, and public higher education institutions.

We are committed to realizing a more rigorous, comprehensive and successful 21st Century education system that expands on our achievements so that we ensure all Massachusetts students are prepared to succeed in the global economy. By investing in research-based strategies, raising standards and accountability, improving assessments, increasing the quality of teaching, promoting innovation, enhancing student supports and rewarding excellence, Governor Baker is ensuring that all Massachusetts students not only remain at the head of the class nationally, but are positioned to successfully compete internationally and to realize the American Dream.

### **Overview**

The EOE serves as a single, responsible authority within the Commonwealth's comprehensive education system, which is comprised of the Department of Early Education and Care (EEC), the Department of Elementary and Secondary Education (ESE), the Department of Higher Education (DHE), and the University of Massachusetts (UMASS). Each of these organizations is governed by a Board that provides leadership and direction. In addition, the Executive Office of Education advises the Governor on matters of education policy, helps shape the Governor's policy agenda, and works with the Commissioners to build a seamless Pre-K - 12 public education system.

### **Broad Comparison of Workforce**

There are 695 employees in the Secretariat. This is a reduction of positions from FY16. The reduction of positions, slightly impacted the number of employees who have identified as Veterans, however in the other protected categories, EOE workforce remained stable in parity from FY16 to FY17. The Secretariat saw an increase in voluntary terminations during the 2<sup>nd</sup> and 3<sup>rd</sup> quarters most likely due to the voluntary separation incentive program (VSIP). Additionally over the fiscal year, each agency evaluated its operations with the departing employees and the inability to backfill certain vacant positions, which resulted in reallocations for employees who assumed more leadership responsibilities. Involuntary terminations were extremely low this fiscal year.

## Analysis

The chart below compares protected group representation for FY16 and FY17.

Protected Categories	Commonwealth Parity % (2010 census)	2016	2017
Females	48.80%	73.4%	73.7%
Minorities	20.70%	24.6%	24.6%
Veterans	3.5%	1.1%	.9%
Persons with Disabilities	12.0%	5.6%	6.1%

Applicant pools are reviewed to ensure that qualified applicants in protected categories are given full consideration for open positions with the special emphasis on management positions. Continued participation in Professional Development Programs such as the MassSP, Mandatory Training and related agency-based activities throughout the year remains a priority. Finally, EOE agencies continued to support their internship programs as a means of providing valuable work experience for participating students and marketing the Commonwealth as an employer of choice.

## Highlights

A Secretariat - wide Employee Assistance Program (EAP) service was purchased in January of 2017. Fourteen employees across the Secretariat participated in leadership programs that were offered through the EHS Center for Staff Development to gain skills for supervisory or management positions. Agency Leadership, Supervisors and Managers participated in a day-long skills building workshop that focused on performance reviews and employee feedback. EOE has opened accounts on Handshake and Latino, recruitment platforms, to increase on-line visibility of job posting.

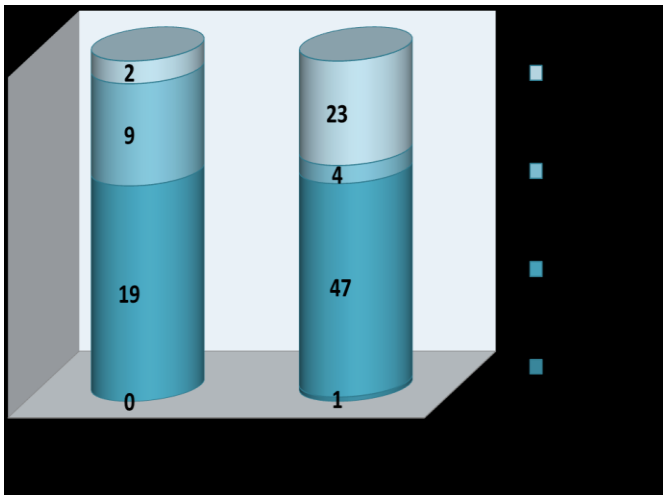
## Secretariat Moving Forward

EOE will continue to work on strengthening its workforce through professional development opportunities including increasing the compliancy rate for all the Commonwealth's Mandatory Diversity Trainings to ensure that all staff members are appropriately trained in areas related to diversity awareness. One agency has expanded their focus of diversity to now include on a voluntary basis, Beyond Diversity, Courage Conversations on Race by Glenn Singleton.

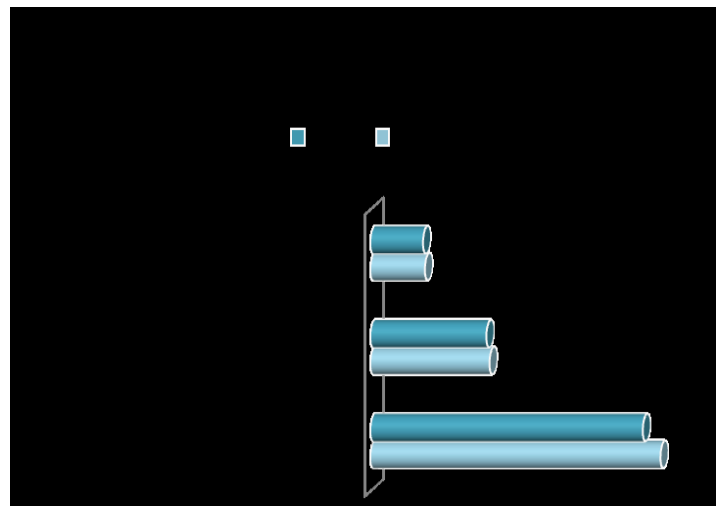
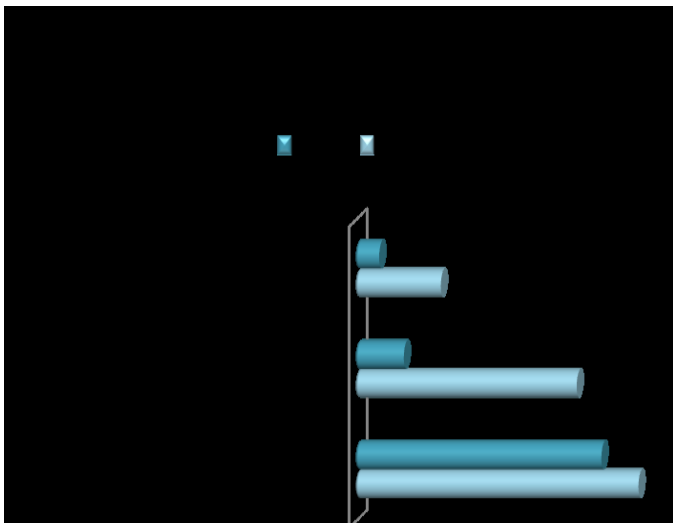
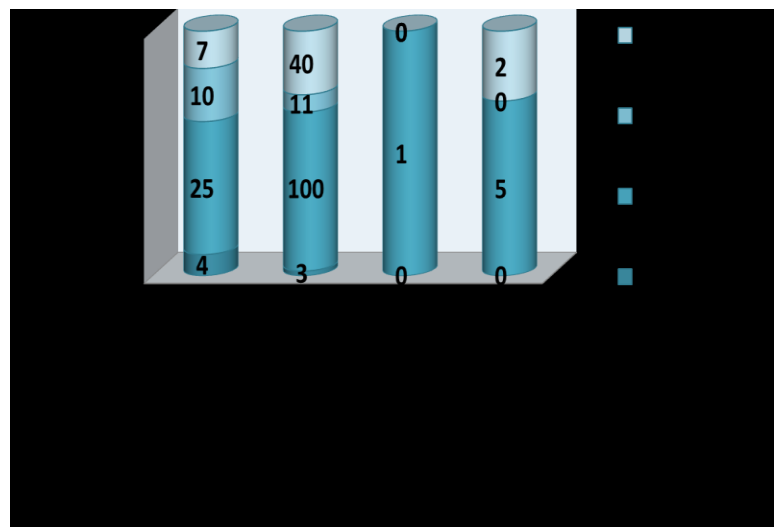
## Conclusion

EOE is committed to creating an inclusive environment for a diverse range of highly skilled professionals. Our environment is one of mutual respect, integrity, professionalism and accountability.

Executive Office of Education  
Analysis by EEO4 Category – FY17



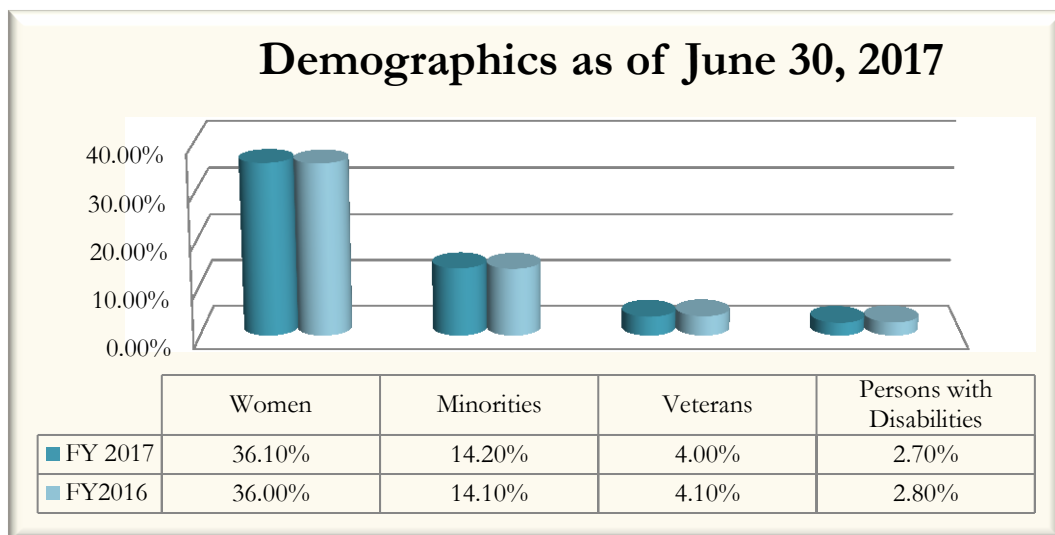
Executive Office of Education  
Analysis by EEO4 Category – FY16



# EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS

**SECRETARY MATTHEW A. BEATON**

**Evanice Torres, Diversity Director, Interim**



## **AGENCIES' DIVERSITY OFFICERS**

Department of Agricultural Resources – Mary Beth Burnand  
Department of Conservation and Recreation – Agatha Summons McGuire  
Department of Energy Resources – Sharon Harris  
Department of Environmental Protection – Evanice Torres  
Department of Fish and Game – Johanna Zabriskie  
Department of Public Utilities – Theresa Kelly

## EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS FY 2017 ANNUAL NARRATIVE REPORT

### **Introduction – Mission Statement**

The overall mission of the Executive Office of Energy and Environmental Affairs is to safeguard public health from environmental threats and to preserve, protect, and enhance the natural resources of the Commonwealth.

### **Overview:**

**Massachusetts Department of Agricultural Resources** MDAR's mission is to ensure the long-term viability of agriculture in Massachusetts. Through its four divisions – Agricultural Conservation & Technical Assistance, Agricultural Markets, Animal Health, and Crop and Pest Services – MDAR strives to support, regulate and enhance the rich diversity of the Commonwealth's agricultural community to promote economically and environmentally sound food safety and animal health measures, and fulfill agriculture's role in energy conservation and production.

**Department of Conservation and Recreation** The Department of Conservation and Recreation (DCR) strives to protect, preserve, manage and enhance the natural and cultural resources of the Commonwealth in order to promote healthy, livable and sustainable communities, and to connect people to these resources through recreation and education.

**Department of Environmental Protection** The Department of Environmental Protection (DEP) works to fulfill Article 97 of the Massachusetts' Constitution's guarantee of the people's right to clean air and water as well as the natural, scenic, historic, and aesthetic qualities of their environment.

**Department of Fish and Game** The Department of Fish and Game (DFG) is charged with stewardship of the Commonwealth's marine and freshwater fisheries, wildlife species, plants and natural communities, and wildlife dependent recreation.

**Department of Public Utilities** The Department of Public Utilities (DPU) mission is to ensure that utility consumers are provided with the most reliable service at the lowest possible cost; to protect the public safety from transportation and gas pipeline related accidents; to oversee the energy facilities siting process; and to ensure that residential ratepayers' rights are protected under regulations.

**Department of Energy Resources** The Department of Energy Resources (DOER) is committed to creating a greener energy future for the Commonwealth. The Massachusetts Department of Energy Resources (DOER) develops and implements policies and programs aimed at ensuring the adequacy, security, diversity, and cost-effectiveness of the Commonwealth's energy supply within the context of creating a cleaner energy future.

**Executive Office of Environmental Affairs** The overall mission of the Executive Office is to safeguard public health from environmental threats and to preserve, protect, and enhance the natural resources of the Commonwealth. Our commitment to protecting our environment now recognizes the importance of energy efficiency; making renewable



energy a reality in our state, and reducing our dependence on fossil fuels; diversifying our energy sources; and leading the country in energy technology innovation.

### **Broad Comparison of Workforce**

The total workforce for the EOEEA Secretariat for Fiscal Year 2017 is 2,505 compared to 2,546 in 2016 an decrease of 1.4%.

**Officials and Administrators: 2017 total = 293;** 179 males, 112 females, 39 minorities, 7 veterans, 7 disabled; 2016 total =300, a decrease of 2.3%

**Professionals: 2017 total = 1,524;** 873 males, 650 females, 224 minorities, 30 veterans, 42 disabled; 2016 total= 1534, a decrease of 0.65%

**Protective Services Sworn: 2017 total = 96;** 89 males, 7 females, 6 minorities, 39 veterans, 2 disabled; 2016 total = 103, a decrease of 7.0%

**Technicians: 2017 total = 87;** 65 males, 21 females, 7 minorities, 7 veterans; 2016 total=80, an increase of 8.3%

**Office/Clerical: 2017 total = 98;** 12 males, 86 females, 24 minorities, 3 veterans, 3 disabled; 2016 total = 103, a decrease of 4.9%

**Skilled Craft: 2017 total = 119;** 115 males, 3 females, 13 minorities, 2 veterans, 4 disabled; 2016 total = 118, an increase of 0.84%

**Service Maintenance: 2017 total = 285;** 256 males, 25 females, 43 minorities, 10 veterans, 9 disabled; 2016 total = 302, a decrease of 5.7%

**Veterans; 2017 total = 100 total;** 93 males 7 females, 6 minorities; 2016 total = 105, a decrease of 12.2%

**Persons with Disabilities 2017 total = 67;** 46 males, 21 females, 7 minorities; 2016 total = 71, a decrease of 5.7%

### **Retention**

The Secretariat has decreased in size over the last year, but at the same time over 90% of the EOEEA workforce has stayed in place. This is due to many initiatives in place to retain the workforce. Some of the initiatives are flex time, job sharing, “trip opportunities” and the “promote from within” practice and employee benefits have been often cited reasons for employee retention. Even though EOEEA workforce is highly educated workforce and there are opportunities to attend interoffice workshops and distance learning opportunities available to most employees. EOEEA has created a culture promoting learning in the workplace and continues to encourage each employee to strive to do their best.

### **Promotions**

All posting are available to all employees via email, the Mass Careers website and on

Agencies' bulletin boards. All vacancies are posted in accordance with Human Resource Division (HRD) standards. Only the most qualified applicant is hired for any vacancy ensuring equality for all applicants.

### **Terminations**

Voluntary terminations from the protected groups were due to retirements, resignations due to transfers to other state agencies or employment opportunities elsewhere.

Involuntary terminations can result in disciplinary actions taken against an employee or unsatisfactory performance. There were a total of 58 involuntary terminations during FY 17, the majority coming from seasonal and long term seasonal employees.

### **Highlights**

The Executive Office of Energy and Environmental Affairs is in the process of refining its recent consolidation for all HR functions. This does allow the secretariat to operate a smoother hiring process and better serve our internal/external stake holders, in addition to providing better oversight of HR functions and while promoting diversity in the workplace.

### **Secretariat Moving Forward**

The goal of the Executive Office of Environmental Affairs is to continue to increase the representation in the workplace for those qualified protected members. All of our EOEEA agencies will strive to recruit and retain candidates and employees of diverse cultural backgrounds in an effort to improve the overall representation of minorities, females, persons with disabilities and veterans in the workplace. They will also continue recruiting efforts with college and universities and professional organizations with diverse populations.

### **Additional Initiatives Instituted at EEA**

Working Definition: Workforce 2020 – LWD's two year project to create and promote Cultural Competence in which all employees feel a sense of belonging to EOEEA through being valued, respected and having access to opportunities for career growth and development.

To begin this effort, LWD is developing the following documentation:

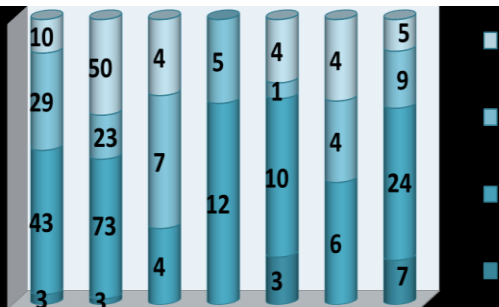
**Issue Statement:** Why are we doing this? What is happening in the workplace now: Observations/Facts/Figures and what Problems/Difficulties/Behaviors are being exhibited.

**Intended Outcome:** What is the purpose of this project? What will Workforce 2020 Create/Promote/Change.

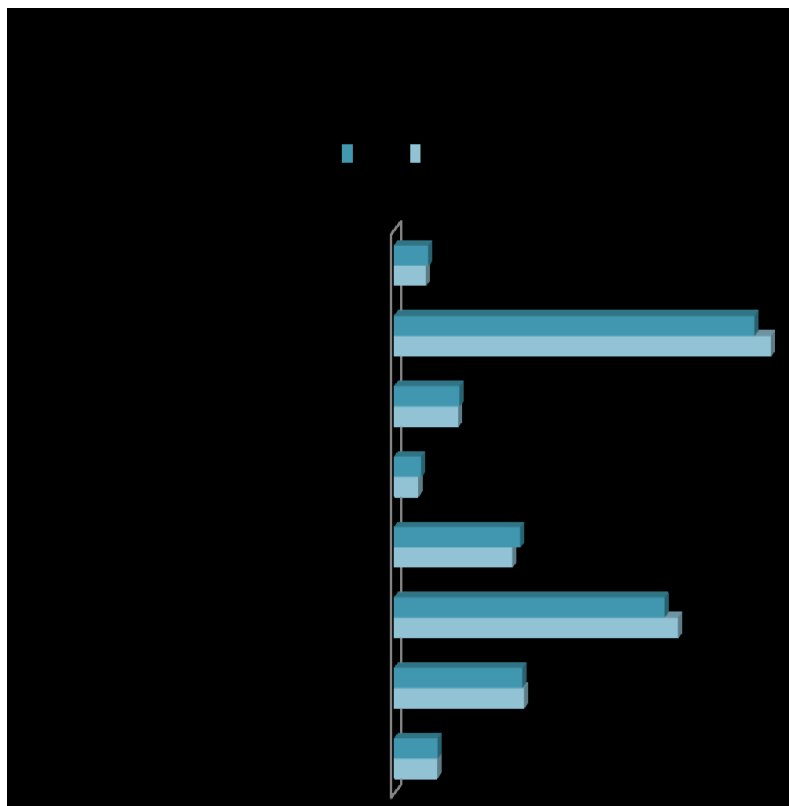
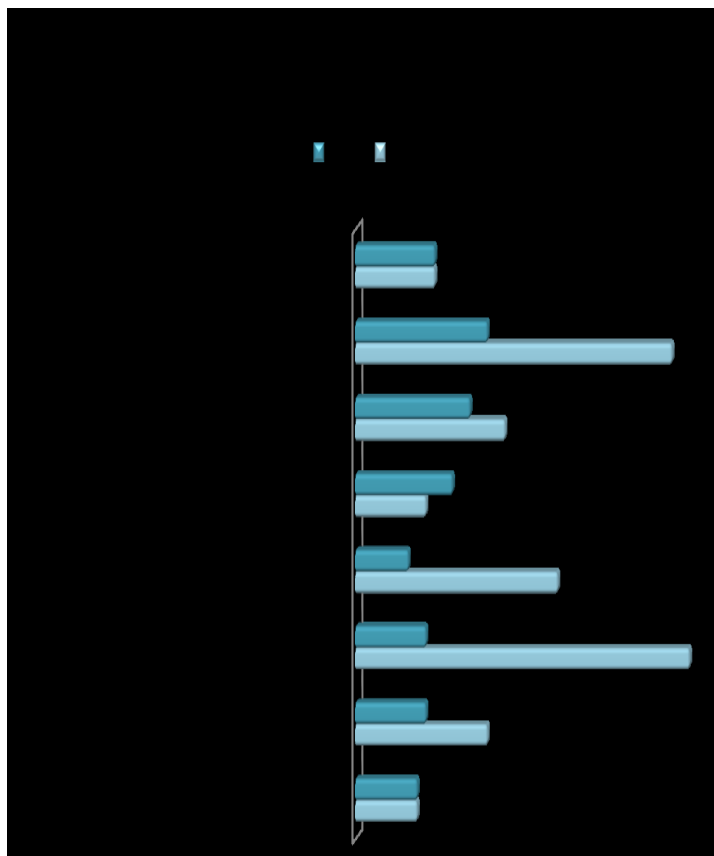
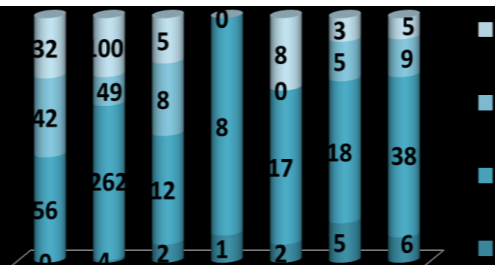
**Goals:** How will the Outcome be achieved? What will be done to create change: Events/Training.

**How will results be measured:** How will we know this initiative worked and/or created change? What metrics will be used to evaluate and analyze workforce Improvements/Changes/Results.

Exec Office of Energy & Environmental Affairs  
Analysis by EEO4 Category – FY17



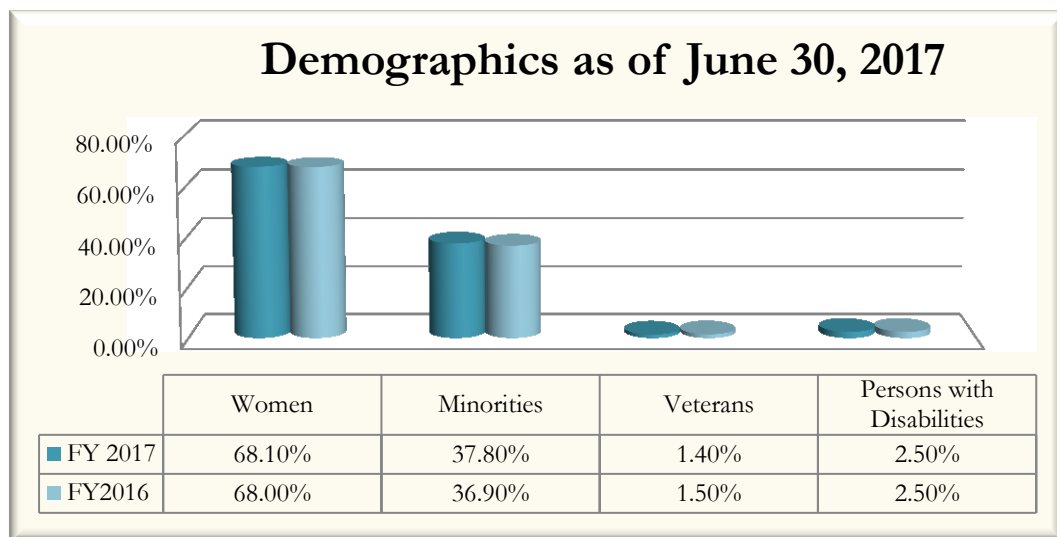
Exec Office of Energy & Environmental Affairs  
Analysis by EEO4 Category – FY16



# EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES

**SECRETARY MARYLOU SUDDERS**

**Sonia A. Bryan, Diversity Director**



## **AGENCIES' DIVERSITY OFFICERS**

Department of Children and Families – Diane Chang  
Department of Developmental Services – Lorraine F. Woodson  
Department of Mental Health – Joy Connell  
Department of Public Health – Engie Mota  
Department of Transitional Assistance – Danielle McNeil-Speller  
Department of Veterans Services – Eric Donovan  
Department of Youth Services – Margaret Chow-Menzer  
Executive Office of Elder Affairs – Denise Bradley  
MA Commission for the Blind – Kamilia Drogosz  
MA Commission for the Deaf and Hard of Hearing – Sehin Mekuria  
MA Rehabilitation Commission – Mary Connelly  
Office for Refugees and Immigrants – Diane M. Randolph  
Soldier's Home in Chelsea – Faith M. Kirkland  
Soldier's Home in Holyoke – Faith M. Kirkland

## EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES

### FY 2017 ANNUAL NARRATIVE REPORT

#### The Executive Office of Health and Human Services Mission

The Secretariat's mission is to improve the quality of life and health of all people, particularly vulnerable populations and children. The Executive Office of Health and Human Services (EOHHS) furthers this mission by advancing wellness and improving health care quality, fostering safe homes and communities, promoting self-sufficiency, and furthering the use of community-based supports and resources.

#### Overview

The Executive Office of Health and Human Services holds jurisdiction over fifteen (15) agencies; the Executive Office of Elder Affairs (ELD), the Soldiers' Home in Chelsea (CHE), the Soldiers' Home in Holyoke (HLY), the Department of Veterans Services (DVS), the Department of Transitional Assistance (DTA), the Department of Youth Services (DYS), the Department of Children and Families (DCF), the Office of Refugees and Immigrants (ORI), the Massachusetts Commission for the Deaf and Hard of Hearing (MCDHH), the Department of Developmental Services (DDS), the Massachusetts Commission for the Blind (MCB), the Massachusetts Rehabilitation Commission (MRC), the Department of Public Health (DPH), the Department of Mental Health (DMH), and the Office of Medicaid (MassHealth).

#### Workforce Overview

##### Workforce Analysis and Highlights for the Fourth Quarter of Fiscal Year 2016 compared to the Fourth Quarter of Fiscal Year 2017

	Workforce Fiscal Year 2016	Workforce Fiscal Year 2017	2010 Census Availability Benchmark
Total Employee Count	21,475	21,692	N/A
Minorities	7,934 (36.9%)	8,208 (37.8%)	20.7%
Females	14,608 (68%)	14,768 (68.1%)	48.8%
Veterans	328 (1.5%)	314 (1.4%)	7%
Employees with a disability	535 (2.5%)	514 (2.5%)	2.4%

The close of fiscal year 2017 saw an overall increase from fiscal year 2016 in EOHHS's total employee population, including the number of Minority and female employees.

The decrease in the number of veteran employees was partially a result of the Voluntary Separation Incentive Program.

### **Retention & Promotions in Fiscal Year 2017**

EOHHS is committed to offering professional development opportunities to all employees, as it leads to higher retention, enhances engagement and cultivates a high performing workforce. In Fiscal Year 2017, five hundred and eighteen employees participated in several Center for Staff Development (“CSD”) programs. CSD offered the Aspiring Supervisor Program, Supervisor Academy, Program Director training program, and Senior Leader Program.

The number of promotional opportunities for minorities, females and veteran employees increased in fiscal year 2017 and decreased slightly for employees with a disability.

### **Hiring in Fiscal Year 2017**

In FY17, agencies were required to adhere to strict hiring controls that impacted the agencies’ ability to hire. Despite the controls, the EOHHS Office of Recruitment and Retention participated in a significant number of external job fairs and career events and partnered with agency stakeholders, such as DYS and DCF to hold in-house job fairs. In addition, recruiters distributed vacancy announcements to more than 150 community organizations, colleges and interest groups to diversify the talent flow, and maintained contact with referral sources to assure a steady pipeline of qualified applicants within the protected categories.

Hires for Fiscal Year	Minorities	Female	Veteran	Disabled
2016	876	1356	47	3
2017	942	1396	33	1

The hiring data demonstrates the increase in the hiring of minorities and females in FY17, and a decrease in the number of veterans and persons with a disability. It should be noted that the data for the hiring of veterans and persons with a disability may not accurately reflect individuals hired in those categories, as generally, individuals are unwilling to self-identify.

### **Employment Terminations in Fiscal Year 2016**

The data reflects a decrease in the number of employees terminated across all demographics.

Fiscal Year	Minorities	Female	Veteran	Disabled
2016	1004	2170	95	109
2017	927	1598	61	41

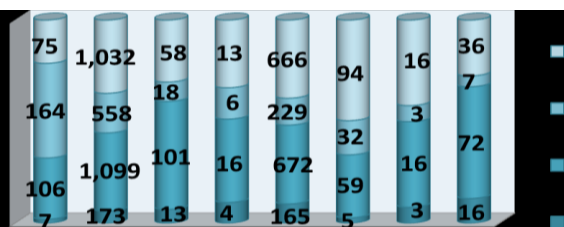
**Secretariat Moving Forward**

The Center for Staff Development will continue to provide a variety of accessible professional development opportunities for all employees at all employment levels.

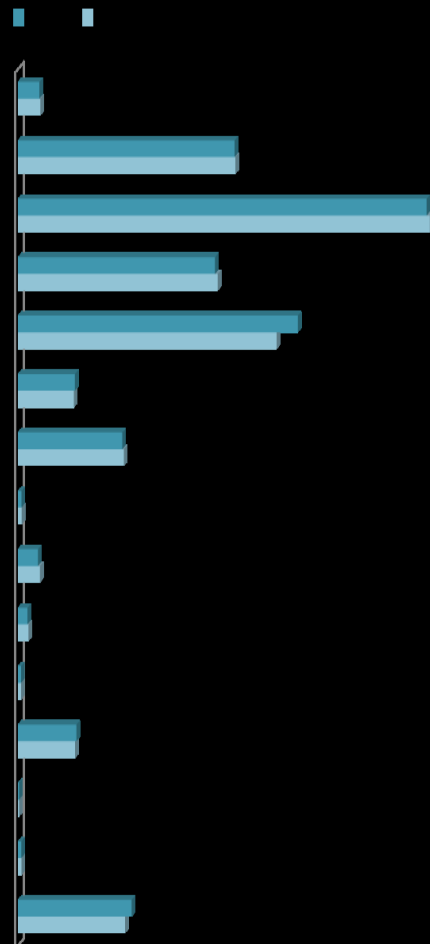
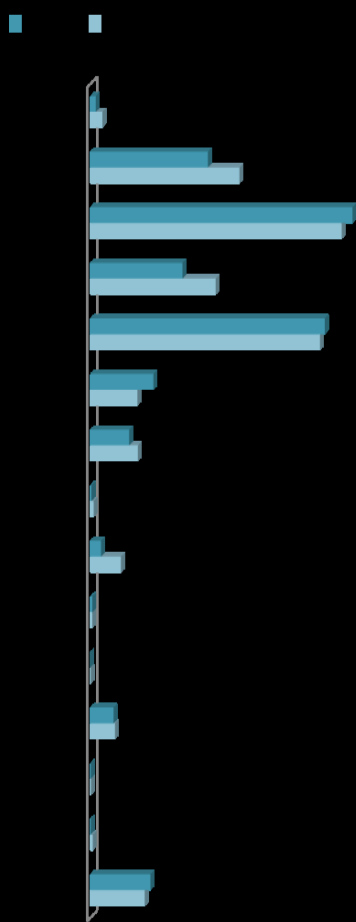
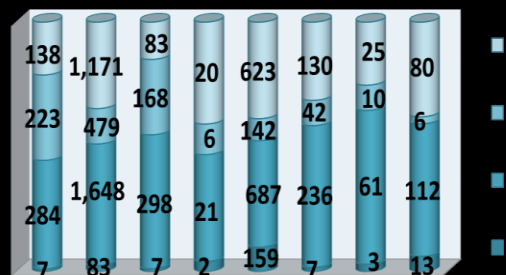
The Office of Diversity and Civil Rights will continue to partner with the EOHHS Office of Recruitment and Retention, diversity officers and hiring managers to enhance recruitment efforts.

The Office of Diversity and Civil Rights will work with the Center for Staff Development to improve hiring by training managers on best practices. The two departments will also work to educate managers on employment laws and the importance of fair employment practices. The Office of Diversity and Civil Rights will continue to monitor the progress of each agency's Affirmative Action goals and will review employment policies and practices to ensure compliance with Executive Order 526.

Executive Office of Health & Human Services  
Analysis by EEO4 Category – FY17



Executive Office of Health & Human Services  
Analysis by EEO4 Category – FY16

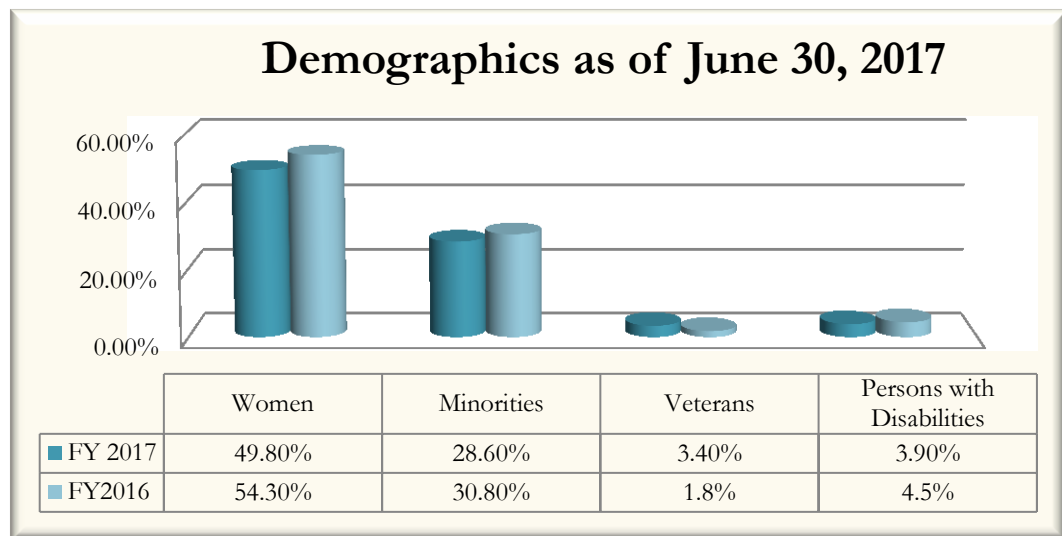




# EXECUTIVE OFFICE OF HOUSING AND ECONOMIC DEVELOPMENT

**SECRETARY JAY ASH**

**Jennifer Foley, Diversity Director**



## **AGENCIES' DIVERSITY OFFICERS**

Department of Housing and Community Development – Nancy DePaul  
Department of Telecommunications and Cable – Andrea Nixon  
Division of Banks – Mary L. Gallagher  
Division of Insurance – Michael D. Powers  
Division of Professional Licensure – Robert Fortes  
Division of Standards – Janine Barnard  
MA Office of Business Development – Jen Foley  
Office of Consumer Affairs and Business Regulation – Karen Malone Bratt

# **EXECUTIVE OFFICE OF HOUSING AND ECONOMIC DEVELOPMENT**

## **FY 2017 Annual Narrative REPORT**

### **Introduction: Mission Statement**

The overall mission of the Executive Office of Housing and Economic Development (EOHED) is the creation of homes and jobs in the Commonwealth. We accomplish this by aligning the focus of the state's housing and economic development agencies to better coordinate policies and programs that will ensure that Massachusetts maintains its global competitive edge. We work to keep the Commonwealth's economic position strong by attracting new businesses, retaining existing businesses and increasing our housing stock so that Massachusetts remains an affordable place to live. To achieve our goals, we strive to make sure that government works in partnership with the private sector and citizens to create the conditions for optimal economic growth.

### **Overview**

The following agencies make up the Secretariat (HED):

The Department of Housing and Community Development's (DHCD) works to strengthen cities, towns and neighborhoods in order to enhance the quality of life of Massachusetts' residents. DHCD provides leadership, professional assistance and financial resources that promote safe, decent and affordable housing opportunities, economic vitality of communities and sound municipal management.

The Massachusetts Marketing Partnership (MMP) oversees the marketing of Massachusetts both domestically and internationally to businesses, entrepreneurs, tourists, and students. MMP is comprised of the Massachusetts Office of Travel and Tourism (MOTT), the Massachusetts Office of International Trade and Investment (MOITI), and the Commonwealth Marketing Office (CMO).

The Massachusetts Office of Business Development (MOBD) is committed to helping companies create and retain jobs, as well as promote private investment in Massachusetts. MOBD facilitates simplified, timely access to a host of governmental and non-governmental resources and incentive programs designed to help businesses grow faster and stronger in Massachusetts.

The Office of Consumer Affairs and Business Regulation (OCABR), together with its five agencies, have two important goals: to protect and empower consumers through advocacy and education, and to ensure a fair playing field for all Massachusetts businesses. The five agencies within OCABR are: Department of Telecommunications and Cable (DTC), Division of Banks (DOB), Division of Insurance (DOI), Division of Professional Licensure (DPL), and the Division of Standards (DOS).

## **Broad Comparison of the Workforce**

### **Current Fiscal Year (FY17)**

Total employees - 911  
Females – 454 (49.8%)  
Minorities – 261 (28.6%)  
Veterans – 31 (3.4%)  
Disabled – 36 (3.9%)

### **Prior Fiscal Year (FY16)**

Total employees - 798  
Females – 433 (54.3%)  
Minorities – 246 (30.8%)  
Veterans – 14 (1.8%)  
Disabled – 36 (4.5%)

## **Retention**

EOHED values the differences among our employees, and to this end, strives to foster an inclusive work environment. The Secretariat encourages employees to participate in professional development opportunities, including the manager and supervisor certificate program offered by the Human Resources Division, as well as the Aspiring Supervisor program which is offered by EOHHS. EOHED agencies continue to offer a variety of programs and policies designed to encourage staff retention, including flexible scheduling, and professional development opportunities.

## **Promotion**

EOHED agencies encourage employees to apply to all open positions. HED employees are informed of all job opportunities within the Secretariat once they have been posted on the Commonwealth's Mass Careers site. Our promotion rates have increased over the course of the past few years.

## **Hiring**

Open positions are posted on the web-based Mass Careers site. Additionally, vacancies are shared with colleges and universities, professional and community-based organizations, including those which serve women, minorities, veterans and people with disabilities. Employee referrals have also been an effective recruitment tool. EOHED strives to ensure that all applicant pools and hiring panels are diverse, and diversity questions are included in all hiring processes.

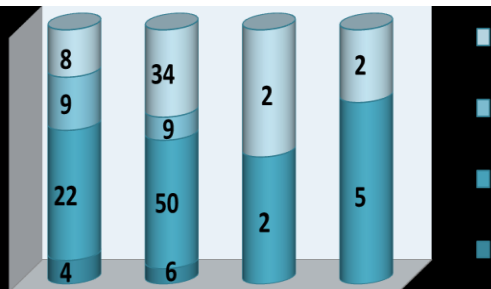
## **Terminations**

Terminations/separations have mostly been for reasons such as retirement, relocating, returning to school and/or obtaining employment closer to home. However, there were a couple of terminations that occurred due to the employee's failure to meet agency expectations.

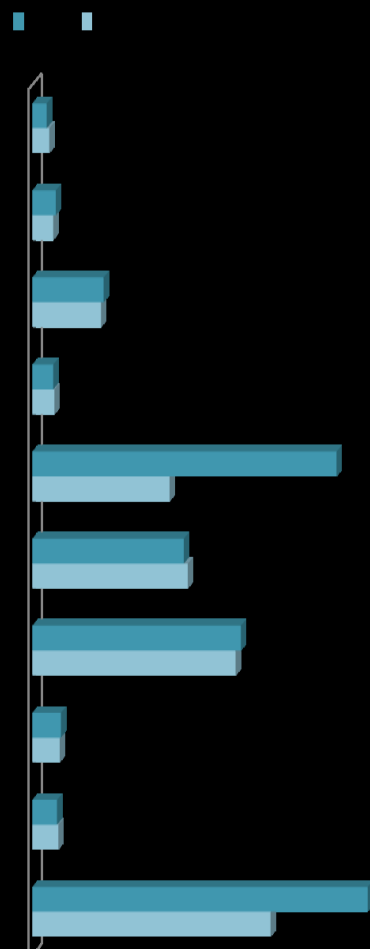
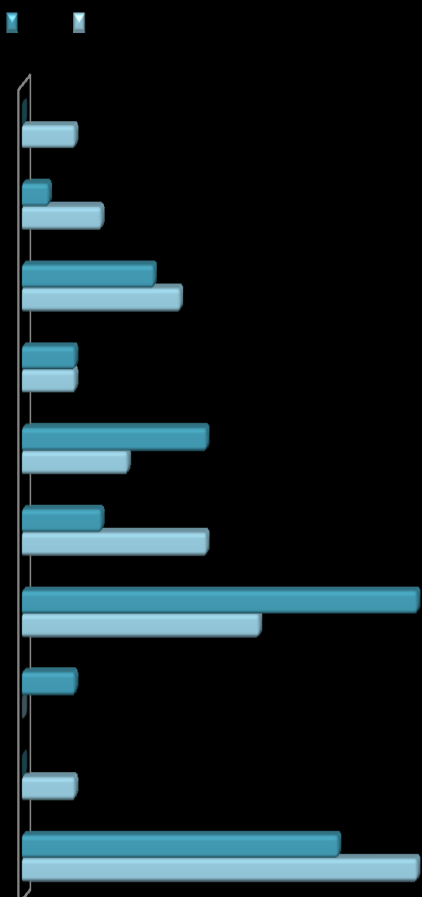
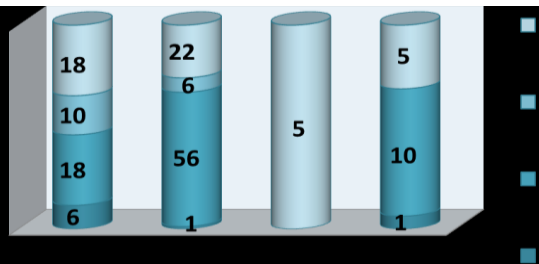
## **Secretariat Moving Forward**

EOHED remains committed to recruiting and retaining a diverse workforce while providing an inclusive and respectful work environment for our employees. This includes continuing to expand recruitment efforts in order to increase representation of persons with disabilities and veterans within the workforce, including continuing to actively promote the semi-annual self-identification campaigns.

E. O. of Housing & Economic Development  
Analysis by EEO4 Category – FY17



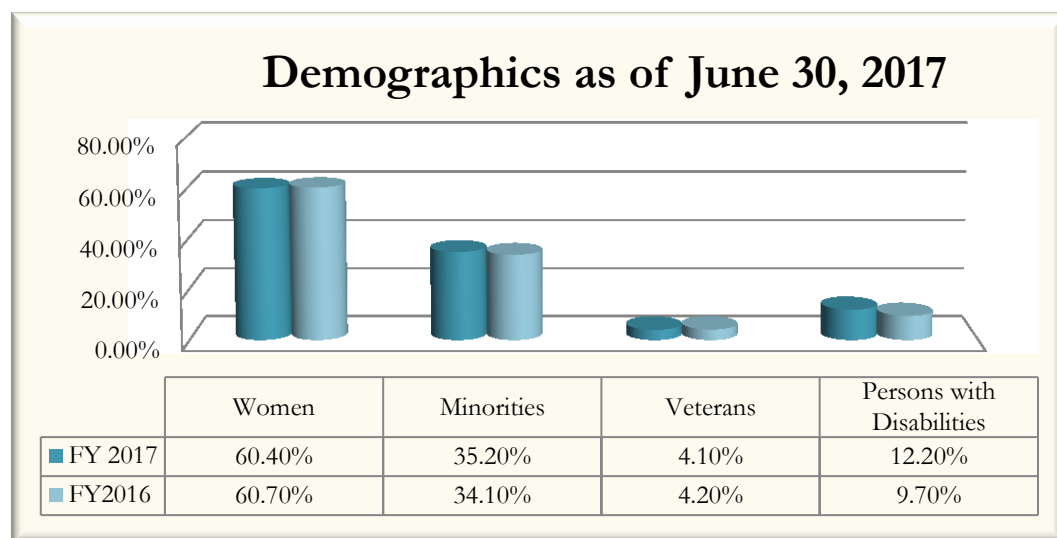
E. O. of Housing & Economic Development  
Analysis by EEO4 Category – FY16



# EXECUTIVE OFFICE OF LABOR AND WORKFORCE DEVELOPMENT

**SECRETARY RONALD L. WALKER, II**

**Dennis Johnson, Diversity Director**



## **AGENCIES**

Department of Career Services  
Department of Industrial Accidents  
Department of Labor Relations  
Department of Labor Standards  
Department of Unemployment Assistance

## **EXECUTIVE OFFICE OF LABOR AND WORKFORCE DEVELOPMENT FY 2017 Annual Narrative**

### **Introduction**

To enhance the quality, diversity and stability of the workforce of the Commonwealth, through the protection of workers' rights, health, safety, wages and working conditions, while creating a level playing field, providing a pipeline of skilled workers, and promoting labor-management partnerships, is the mission of the Executive Office of Labor and Workforce Development (EOLWD). Through our efforts we endeavor to ensure equal access to economic self-sufficiency and opportunity for all residents of the Commonwealth.

### **Overview**

EOLWD is the Secretariat responsible for the Department of Career Services, Department of Industrial Accidents, Department of Labor Relations, Department of Labor Standards, and Department of Unemployment Assistance. It was established in 2007 and is led by Secretary Rosalin Acosta, newly appointed on July 1, 2017. The Secretariat Director of Diversity, Dennis Johnson, executes the Secretary's vision for diversity and equal opportunity that is governed by Executive Order 526, and reports to the Chief Administrative Officer, Thomas L. Waye.

### **Workforce Comparison of FY 2016 and 2017**

In FY17, the Secretariat and its five departments employed 1,039 employees scattered across the entire Commonwealth. This was a decrease of 88 on the FY 2016 total of 1,127. Females accounted for 60.4% and minorities for 35.2% of this total, with 628 and 366 employees respectively. These statistics showed a slight decrease in the representation of women and an increase in the representation of minorities in the EOLWD workforce when compared to FY 2016. In 2016, females were at 686 (60.9%) and minorities at 383 (34.0%). Thus, females decreased by 58 and minorities by 17 with a -0.5% difference in the percentage of women and +1.2% percentage increase for minorities. Both remain well above the workforce availability statistics of 48.8% for females and 20.7% for minorities as determined by the 2010 census.

In the categories of veterans and persons with disabilities there were important changes in the composition of the workforce. In FY16, 48 (4.3%) employees were certified veterans, while 110 (9.8%) were persons with disabilities. The decrease in the workforce from 1,127 to 1039 in FY17, saw the number of veterans decline to 43 or 4.1% of the workforce. The current goal for veterans is 7%. Despite this decrease in the workforce in FY2017, persons with disabilities rose to 127 or 12.2%, surpassing the goal of 12% for persons with disabilities.

The achievements of the EOLWD compared favorably among the eight (8) secretariats. At the end of FY17, only two secretariats, EOHHS and EOE, employed a greater percentage of females, and only one, EOPPS, had a greater percentage of veterans than EOLWD. In the category of disabled persons, the EOLWD led all other secretariats.

In order to nurture the potential of its employees and enhance succession planning, the Secretariat offers training, career development and tuition reimbursement,

as well as access to Human Resources Department (HRD) supervisory and management training courses. Recognition awards ceremonies for outstanding achievement have also been instituted. The EOLWD offers an attractive package of benefits including health care, retirement, sick, vacation and personal time that ensures the retention of a large percentage of its employees. In addition, collective bargaining agreements offer promotional pathways based on the seniority of their membership. These ensure continued success in employee retention in all protected classes.

Through networking with numerous diverse minority, female, veteran and ADA organizations, attending career fairs, conducting informational interviews and partnering with the State ODE, MOD and disability & veteran agencies, the Office of Diversity has ensured increased access to job opportunities for protected groups, despite budget cuts. Voluntary terminations are infrequent and primarily confined to entry level positions when promotions arise elsewhere, usually within the state system. Layoffs accounted for the majority of involuntary terminations at the EOLWD in FY17.

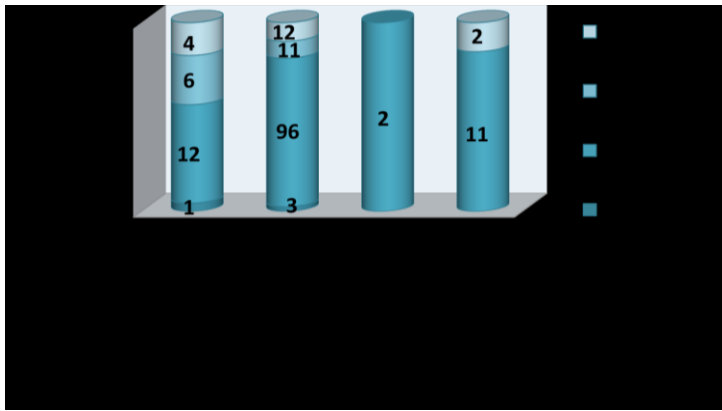
## HIGHLIGHTS

	2016			2017		
	Total	%	Parity	Total	%	Parity
<b>Secretariat</b>	1127	100%	—	1039	100%	—
<b>Females</b>	686	60.9%	48.8%	628	60.4%	48.8%
<b>Minorities</b>	383	34.0%	20.7%	366	35.2%	20.7%
<b>Veterans</b>	48	4.3%	8%	43	4.1%	8%
<b>Disabled</b>	110	9.8%	12%	127	12.2%	12%

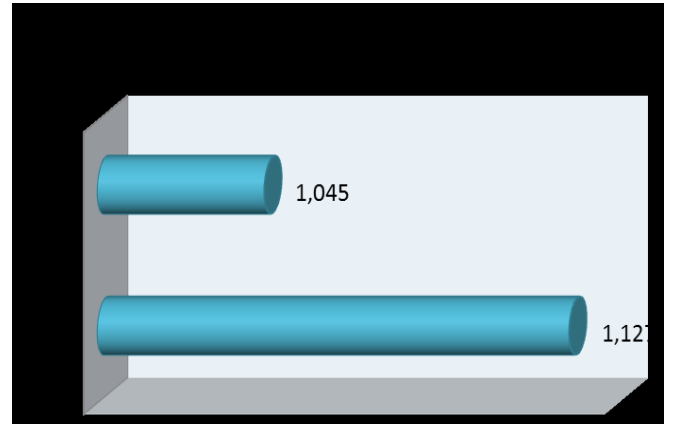
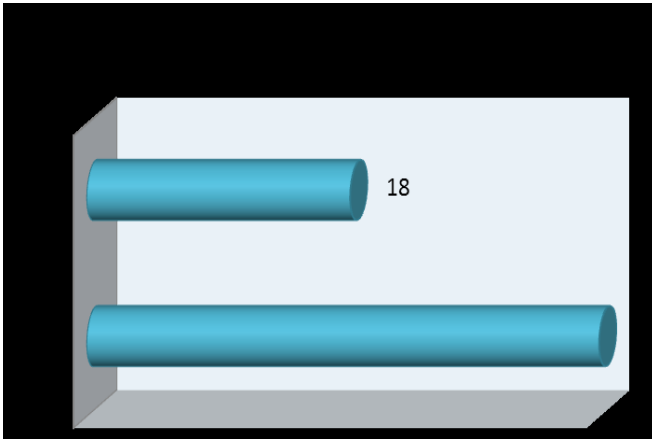
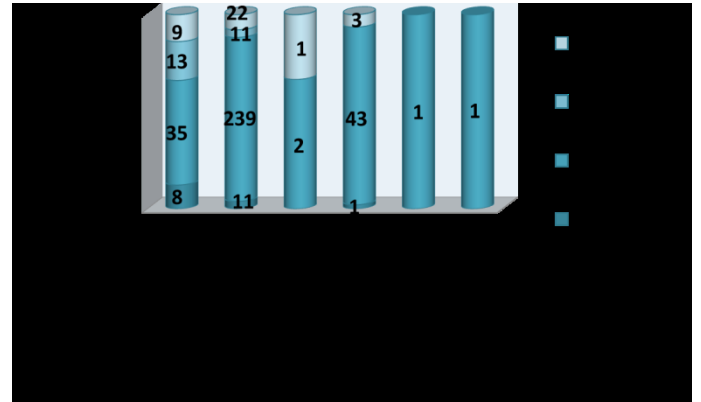
## Secretariat Moving Forward

The Executive Office has gone through a massive layoff and also has a new Secretary at the helm. The Secretary is committed to aligning our workforce development resources to better match the needs of our diverse communities. In order to more fully understand the needs of the EOLWD workforce, she plans on holding frequent meeting called “Chats On 21,” where several team members from each department can have lunch with her and discuss the issues. Secretary Acosta is committed to diversity, inclusion and equal opportunity at all levels of EOLWD.

**E. O. of Labor & Workforce Development  
Analysis by EEO4 Category – FY17**



**E. O. of Labor & Workforce Development  
Analysis by EEO4 Category – FY16**

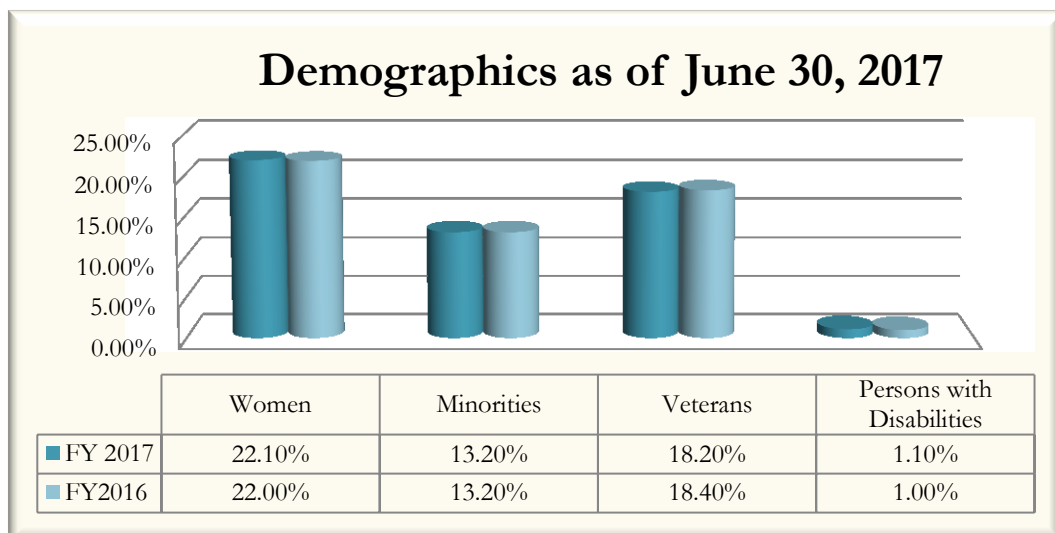




# EXECUTIVE OFFICE OF PUBLIC SAFETY AND SECURITY

**SECRETARY DANIEL J. BENNETT**

**James Canavan, Diversity Director**



## **AGENCIES' DIVERSITY OFFICERS**

Department of Criminal Justice Information and Services – Denise Sarro  
Department of Correction – Monsi Quinones  
Department of Fire Services – Mary Travers  
Department of Public Safety – Penny O'Reilly  
MA Emergency Management Agency – Ann McCarthy  
MA National Guard – Raymond Murphy  
MA Parole Board – Joyce Crosby  
MA State Police – Debra De Rise  
Municipal Police Training Committee – Denise Sarro  
Office of the Chief Medical Examiner – Kerry Rice  
Sex Offender registry Board – Judy Norton

## **THE EXECUTIVE OFFICE OF PUBLIC SAFETY AND SECURITY FY 2017 ANNUAL SECRETARIAT NARRATIVE**

The Executive Office of Public Safety and Security (EOPSS) is responsible for the protection of the Commonwealth and its citizens from injury to person or property arising from criminal acts, negligence, natural disasters, civil disturbances and terrorism. EOPSS is charged with acting to prevent such acts or events from occurring, by aiding and cooperating with local and federal agencies in similar activities.

The Secretary of Public Safety and Security, by statutory authority, leads EOPSS, along with the Undersecretary for Homeland Security and Emergency Management, the Undersecretary for Law Enforcement, the Undersecretary for Forensic Sciences and Technology, and the Assistant Secretary for Policy and Legislative Affairs.

The Secretariat is comprised of 10 agencies, the Department of Criminal Justice and Information Systems (DCJIS), Department of Correction (DOC), Department of Fire Services (DFS), Department of State Police (POL), Massachusetts Emergency Management Agency (MEMA), Massachusetts National Guard (MIL), Municipal Police Training Council (MPTC), Office of the Chief Medical Examiner (OCME), Parole Board (PAR) and the Sex Offender Registry (SORB). In addition, there are 3 offices which operate within EOPSS, the Office of Grants and Research (OGR), the Office of Technology and Information Services (OTIS) and State 911 Department.

The Secretariat's workforce has a challenging mission and is dedicated to serving the citizens of the Commonwealth twenty-four hours a day, every day of the year. This office has established an atmosphere of commitment and dedication to the safety of the public and its employees. The following paragraphs provide additional insight into both the challenges and successes experienced by EOPSS' agencies.

As of June 30, 2017 (FY17) EOPSS employed 8,156 employees. This represents a decline from last year where there were 8,672 employees and the high of 2015 of 8,779 employees. This decline is primarily due to continued retirements turnover and continued fiscal discipline. A comparison of the workforce between the last two years is as follows: FY17 Males 77%, Females 22.1%, Minorities 13.2%, VEV's 18.2%, and Persons with Disabilities 1.1% FY16 Males 78%, Females 22%, Minorities 13.2%, VEV's 18.4%, and Persons with Disabilities 1%.

EOPSS and its agencies encourage internal employees to attend various training and to take the initiative to apply for promotional positions that become available. In FY17 highlights include the following:

- During FY16-FY17, the selection process for the 83rd Recruit Training Troop, the next State Police Academy class was completed. The class will begin on August 14, 2017; the current numbers reflect 16% minority candidates. It will represent the highest minority graduation rate since 1996.
- The Meet to Resolve Mediation Program works hard to assist DOC employees, contractors and vendors in resolving workplace issues at the lowest practical level.

- Transgender Awareness Training: The DOC was the first executive branch department to assist a transgender employee transition into the workforce. In FY17 we once again had the opportunity to provide assistance to a second employee transition from a male to female worker. As a result, we focused efforts once again on training and education in this area. A total of 86 DOC Employees attended the “Visible At Last Creating a Welcoming Place for Transgender Individuals in the Workplace”.

EOPSS has made an effort to attract and hire a diverse group of qualified candidates in all categories. Some agencies were able to maintain their parity number while others were able to increase diversity in the categories listed below:

- Official and Administrators
- Professionals
- Office/Clerical

The EOPSS Secretariat workforce has decreased by 516 employees due to the Voluntary Separation Retirement Program and the Department of Public Safety’s transition to the Department of Licensure. Despite this decrease the overall representation remains consistent. EOPSS will continue to pursue further diversification of the workforce in all categories based on the needs of the agencies and notwithstanding the current budgetary constraints.

### **The Executive Office of Public Safety and Security moving forward**

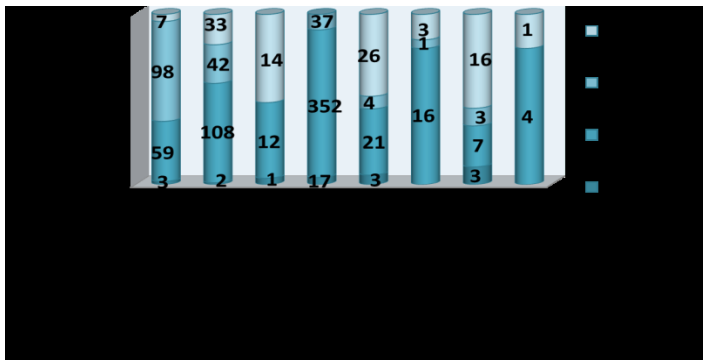
EOPSS will continue to make efforts to meet the Commonwealth’s benchmarks in each category where goals have been set. In FY18, EOPSS will continue to hire and promote in the protected group categories. This Secretariat will continue to monitor and encourage all agencies to put forth its best efforts to improve hiring and promoting in all categories when positions become available.

In FY18, EOPSS’ hiring will be based on the operational needs of each agency. Vacancies will be filled where deemed appropriate by agency heads and EOPSS Chief of Staff. When a vacant position is available, the Secretariat will continue to make good faith efforts to work toward our placement goals in all four of the protected groups.

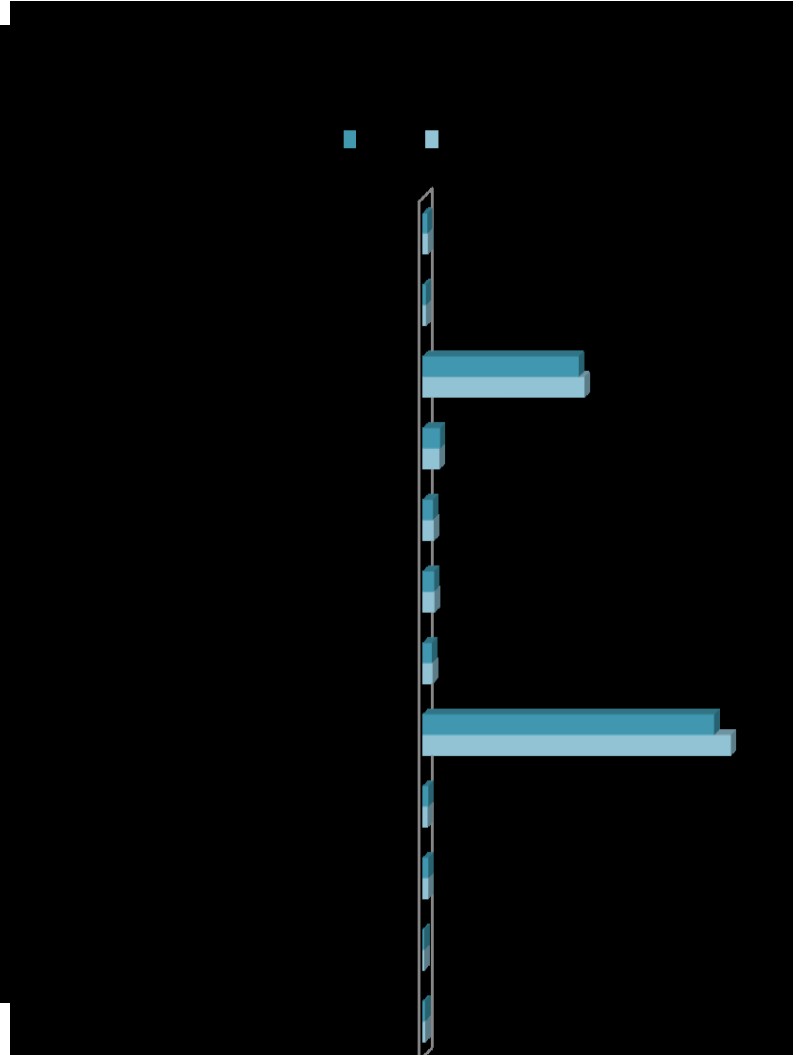
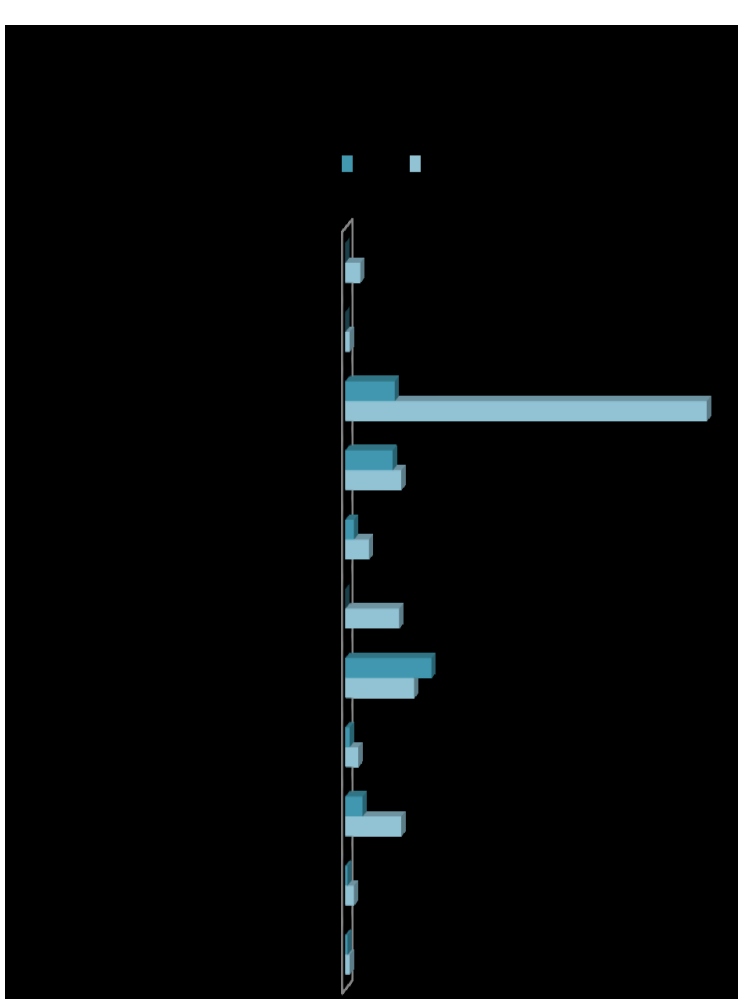
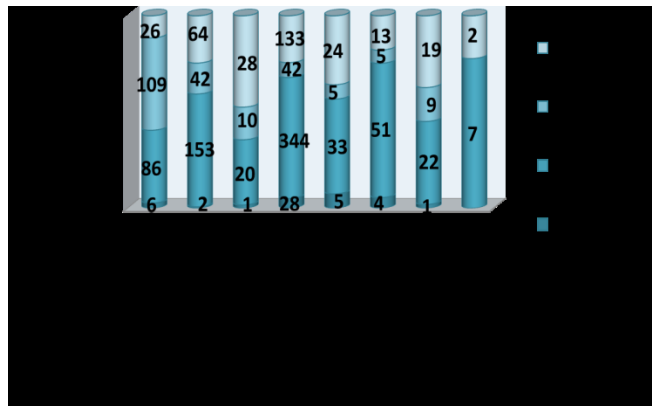
EOPSS Human Resources team will work directly with Agency Diversity Officers and the Secretariat Chief of Staff to monitor the vacancies and hiring activities of all EOPSS’ Agencies to ensure all placement goals are consistently tracked and reported on a quarterly basis throughout this year.

There will be an emphasis on the classroom diversity training during the next year.

**Executive Office of Public Safety & Security  
Analysis by EEO4 Category – FY17**



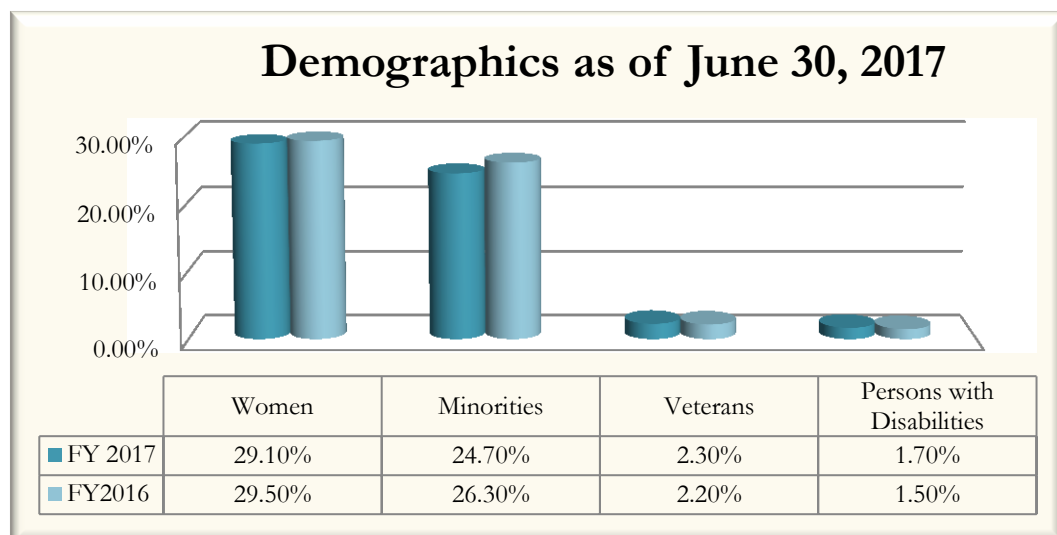
**Executive Office of Public Safety & Security  
Analysis by EEO4 Category – FY16**



# MASSACHUSETTS DEPARTMENT OF TRANSPORTATION

**SECRETARY STEPHANIE POLLACK**

**Julian Tynes, Diversity Director**



## **AGENCIES**

Aeronautics Division  
Highway Division  
Merit Rating Board  
Registry of Motor Vehicles Division  
Transit and Rail Division

## **MASSACHUSETTS DEPARTMENT OF TRANSPORTATION**

### **FY2017 ANNUAL NARRATIVE REPORT Introduction/ MassDOT Mission Statement**

The Massachusetts Department of Transportation (MassDOT) oversees roads, public transit, aeronautics, and transportation licensing and registration in the Commonwealth of Massachusetts. Its mission is to deliver excellent customer service to the people who travel in the Commonwealth and to provide our nation's safest and most reliable transportation system in a way that strengthens our economy and quality of life.

### **MassDOT's Office of Diversity and Civil Rights Mission Statement**

MassDOT's Office of Diversity and Civil Rights (ODCR) is committed to providing exemplary service to our employees, customers, vendors and stakeholders in an effort to prevent discrimination against any individual or group based on their race, color, gender, national origin, ancestry, religion, disability, age, sexual orientation, genetic status, gender identity, veteran status or military service. ODCR is dedicated to promoting inclusion, transparency and visibility, while fostering the growth and development of a diverse workforce and vendor base. ODCR is also committed to ensuring compliance with all MassDOT state and federal laws and contract requirements.

### **Overview**

In 2016, MassDOT implemented three (3) agency wide personnel actions that significantly affected the workforce demographics of the Secretariat in regards to both age and race/national origin. A Voluntary Retirement and Separation Incentive Program (VRIP/VSIP) for eligible Executive Department employees signed by Governor Baker was implemented. In addition MassDOT went from manual toll collections to an All Electronic Tolls (AET) system, necessitating a layoff of a majority of its former toll collecting personnel. An analysis of the demographics of the VRIP/VSIP shows the action had a significant impact on ages 40 and above. This was contemplated as the majority of the employees retiring would be expected to be between the ages of 55-70. The AET related personnel action reveals that 40% of the laid off employees were minorities. This reduced the percentage of minority employees remaining in toll collections from 37% of the unit to 28%. As both personnel actions were part of an overall plan to reduce the size of the State budget, MassDOT experienced a reduction of its labor force during this period and MassDOT's hiring was limited to operationally critical positions. The Workforce Analysis Summary<sup>1</sup>, taken after the above noted personnel actions, includes all MassDOT departments is broken down by gender, race/ethnicity, veteran status, and individuals with disabilities. At the end of the previous plan period, December 24, 2016, there were 3,548 total employees: 71% Male, and 29% Female. Of the total population, there were 20% minorities and an ethnicity breakdown of 76% White, 11% Black, 4% Hispanic, 5% Asian/Pacific Islander, 0% American Indian/Native Alaskan, and 4% Unknown. 1% of the population identified as an individual with a disability and 3% as a veteran.

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<sup>1</sup> Civil Rights Report Manager - Work Force Analysis in Chart Form as of 12/24/2015

## Workforce Summary Report for DOT, FY 2017 Q 4

EEO Job Category Description	Summary Total Workforce	Male	Male %	Female	Female %	Minorities	Minorities %	Veterans	Veterans %	Disabled	Disabled %
Officials and Administrators	229	129	56.3	100	43.7	68	29.5	7	3.1	8	3.5
Professionals	2006	1548	77.2	458	22.8	469	23.4	52	2.6	27	1.4
Technicians	86	66	76.8	20	23.2	19	22.0	3	3.5	2	2.3
Protective Service:Non-Sworn	9	9	100.0	0	0.0	0	0.0	0	0.0	0	0.0
Office/Clerical	547	133	24.3	414	75.7	230	42.0	4	0.7	14	2.6
Skilled Craft	546	531	97.3	15	2.7	62	11.3	14	2.6	6	1.1
Service Maintenance	71	63	88.7	8	11.3	15	21.1	1	1.4	1	1.4
<b>Grand Total</b>	<b>3494</b>	<b>2479</b>	<b>70.9</b>	<b>1015</b>	<b>29.1</b>	<b>862</b>	<b>24.7</b>	<b>81</b>	<b>2.3</b>	<b>58</b>	<b>1.7</b>

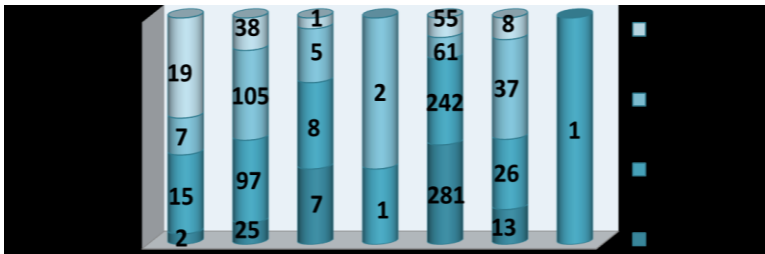
## Workforce Summary Report for DOT, 2016 Q 4

Annual adverse impact determinations must be conducted for all employment practices. A selection rate for any race, sex, or ethnic group which is less than four-fifths (4/5) (or eighty percent) of the rate for the group with the highest rate will generally be regarded by EEOC, FHWA and FTA as evidence of adverse impact. When adverse impact is found, MassDOT is required to examine the selection procedure to determine the cause and take the necessary steps to correct it.

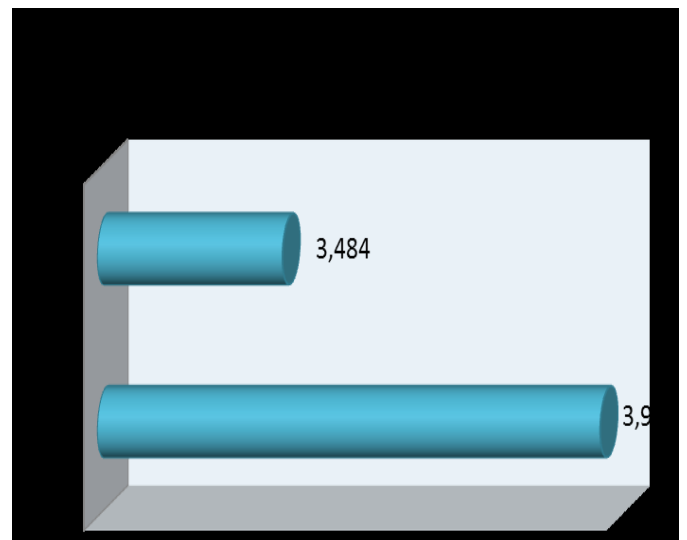
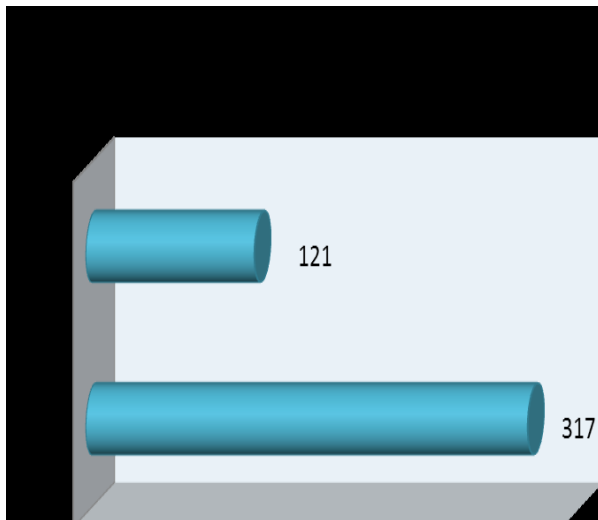
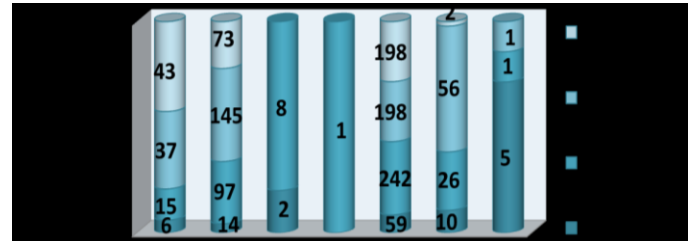
A Four-Fifth's analysis was conducted for MassDOT's Hires Promotions, Involuntary Terminations, Voluntary Terminations, Transfers, Demotions, Complaints/Discipline, and Training. Barriers to Females in all protected EEO categories of White, Black, Hispanic, Asian/Pacific Islander, and American Indian/Alaskan Native, Barriers to Females in the Skilled Craft EEO-4 Job Category, Barriers to Males/Females in all known EEO protected categories and Barriers to Individuals with Disabilities (IWD) were noted.

Even though MassDOT was affected by the Early Retirement Incentive Program (ERIP), Voluntary Separation Incentive Program, (VSIP), the shift to All Electronic Toll collection (AET) and an ongoing hiring freeze during this period, MassDOT demographics in regards to percentage of females and minorities in the workplace exhibited a slight increase from FY 2016 to FY 2017. These numbers evidence the fact that the MassDOT Office of Diversity and Civil Rights ("ODCR") and key stakeholders remain vigilant with program activities to address diversity related concerns. Given the indicated adverse impact in hiring and promotions during this period, ODCR's internal EEO Unit has taken significant steps in MassDOT's approval process.

Mass Department of Transportation  
Analysis by EEO4 Category – FY17



Mass Department of Transportation  
Analysis by EEO4 Category – FY16





# INDEPENDENTS



HEALTH INFORMATION AND ANALYSIS



**Comptroller of the Commonwealth**



**MTRS**  
MASSACHUSETTS TEACHERS'  
RETIREMENT SYSTEM



***Disabled  
Persons  
Protection  
Commission***

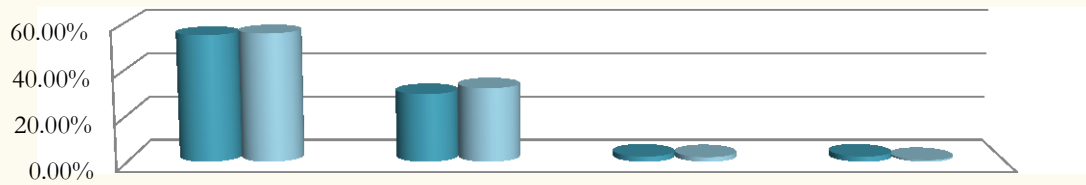


# CENTER FOR HEALTH INFORMATION & ANALYSIS

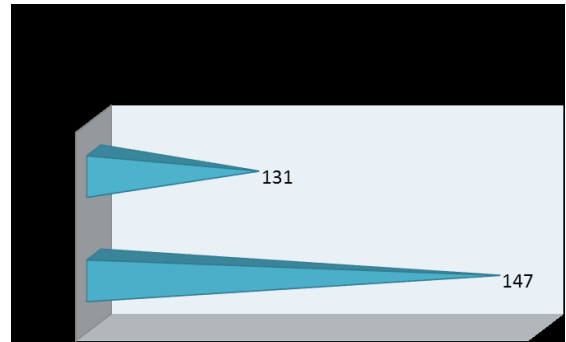
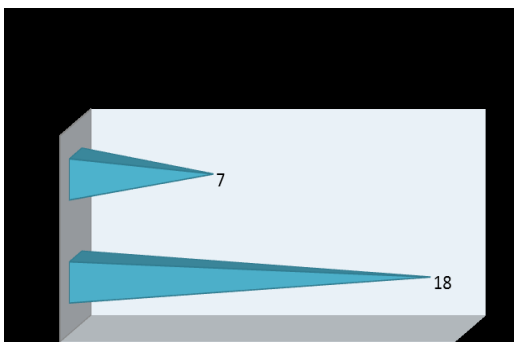
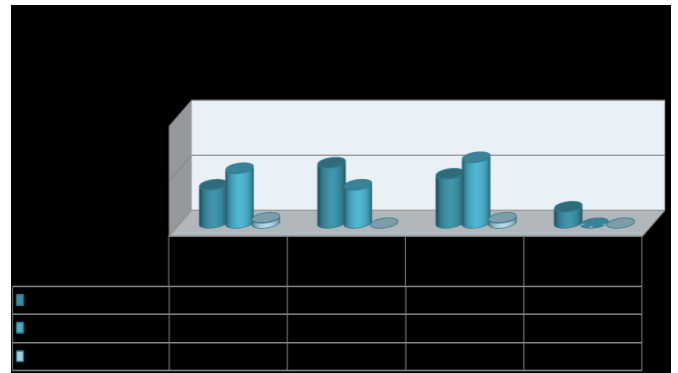
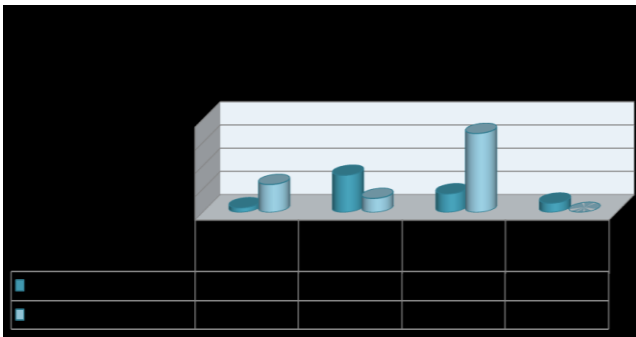
ÁRON BOROS, EXECUTIVE DIRECTOR

Tonya Bourassa, Diversity Officer

## Demographics as of June 30, 2017



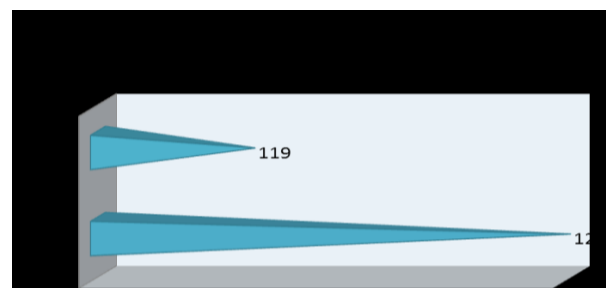
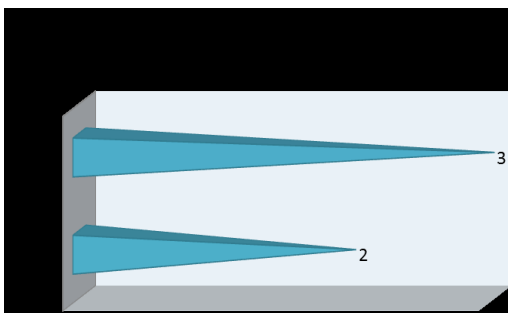
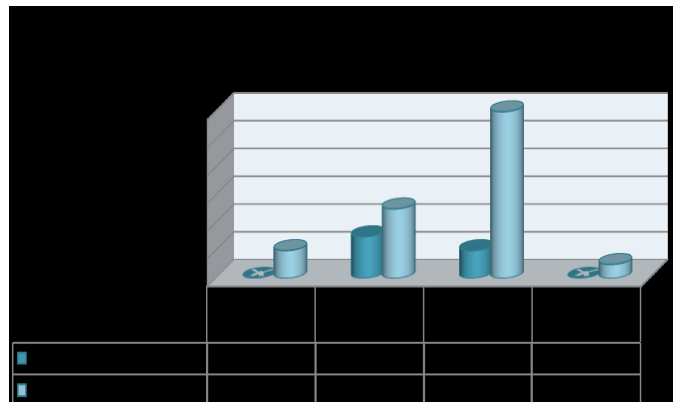
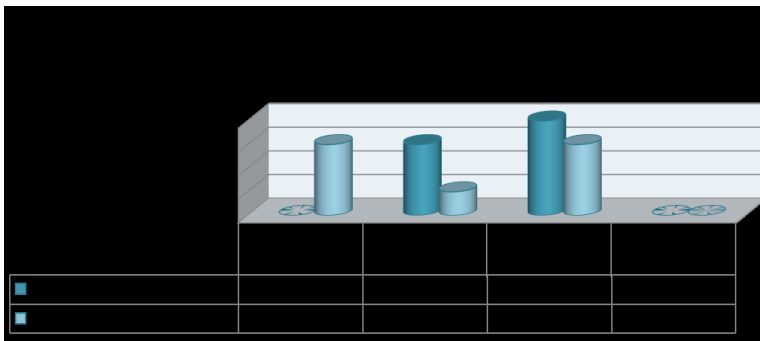
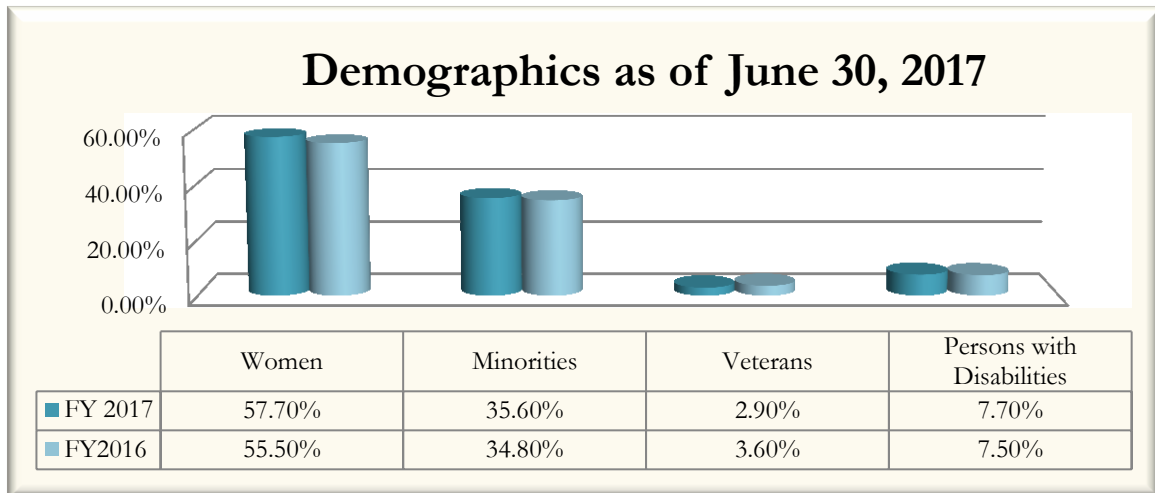
	Women	Minorities	Veterans	Persons with Disabilities
FY 2017	55.30%	29.70%	2.30%	2.30%
FY 2016	56.10%	32.30%	2.00%	0.70%



# COMPTROLLER OF THE COMMONWEALTH

THOMAS SHACK, COMPTROLLER

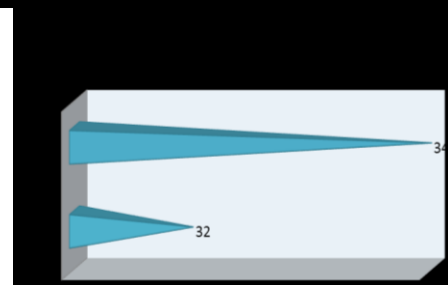
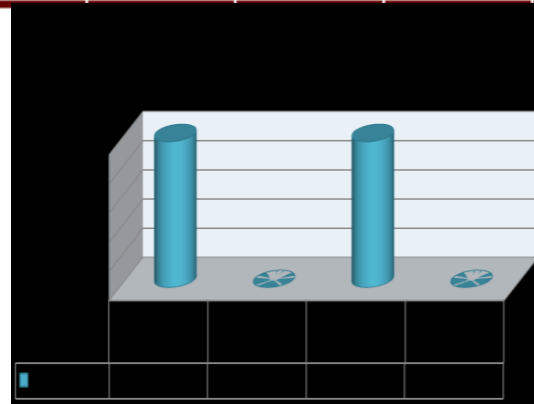
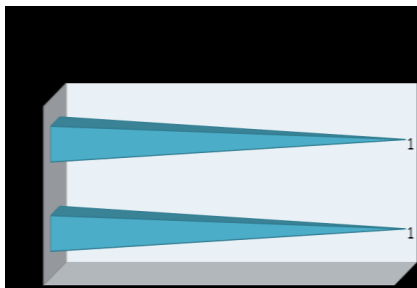
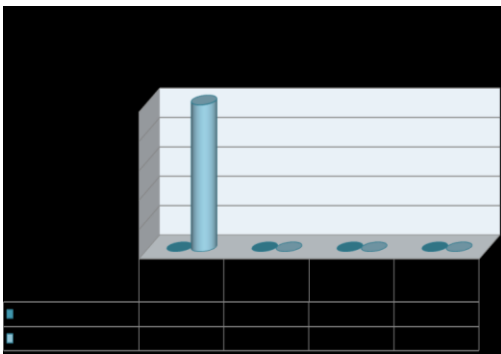
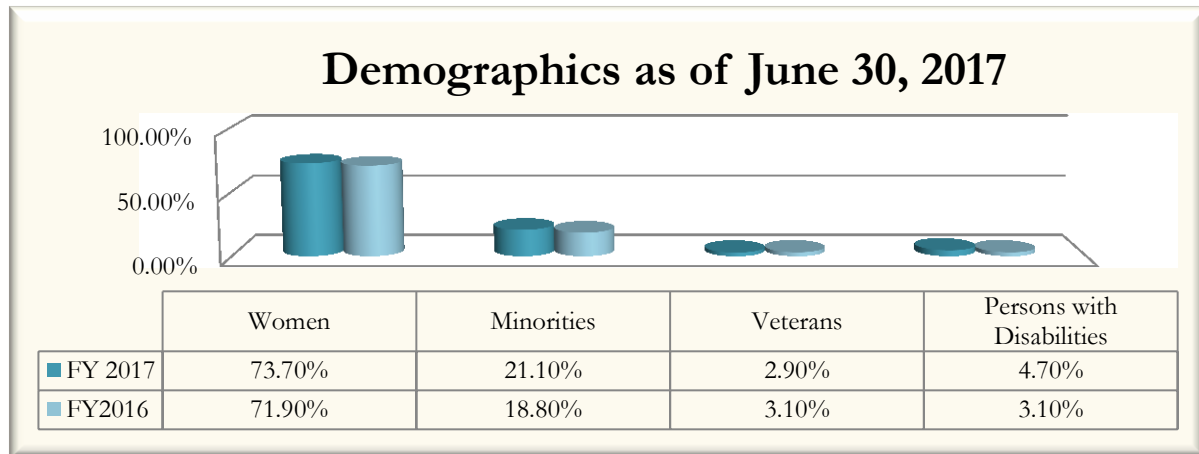
Monica Middleton, Diversity Officer



# DISABLED PERSONS PROTECTION COMMISSION

**NANCY A. ALTERIO, EXECUTIVE DIRECTOR**

**Audrey Drinan, Diversity Officer**

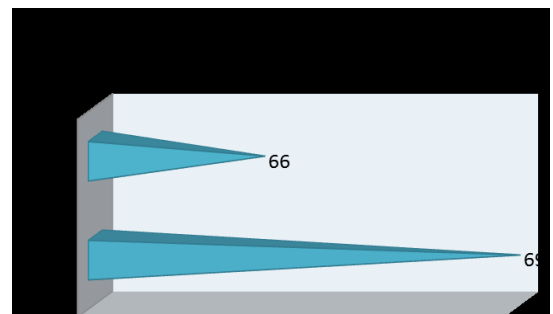
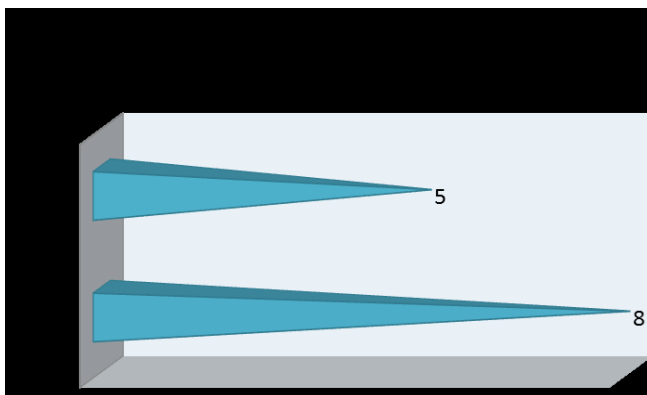
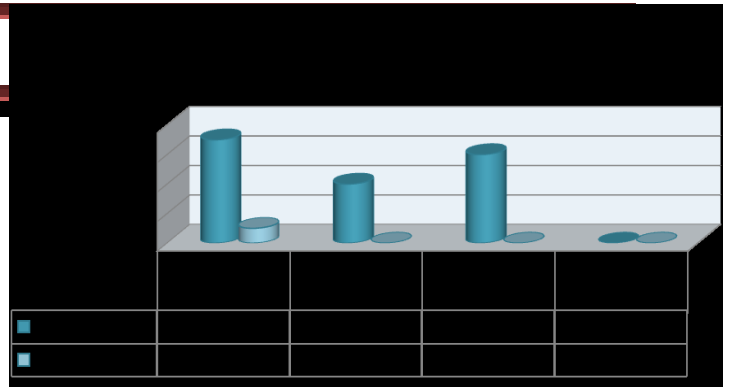
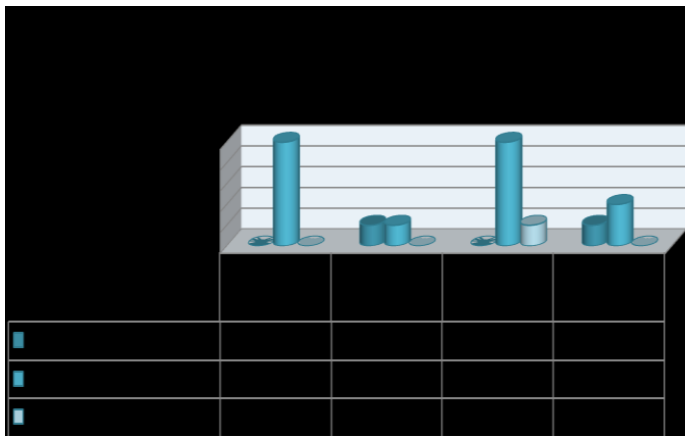
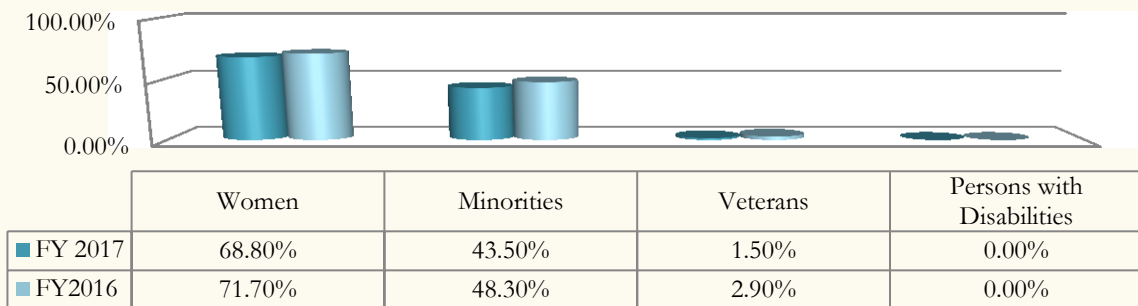


# MA COMMISSION AGAINST DISCRIMINATION

JAMIE R. WILLIAMSON, CHAIR

Lennie De Souza Smith, Diversity Officer

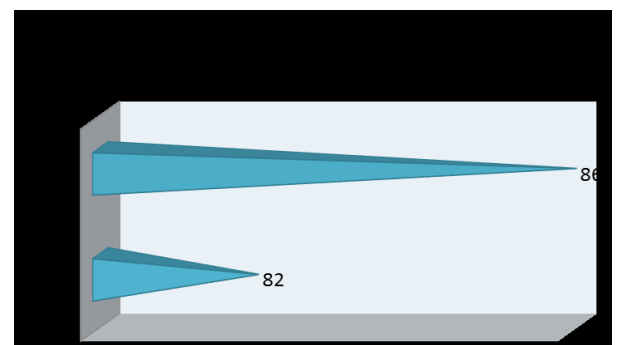
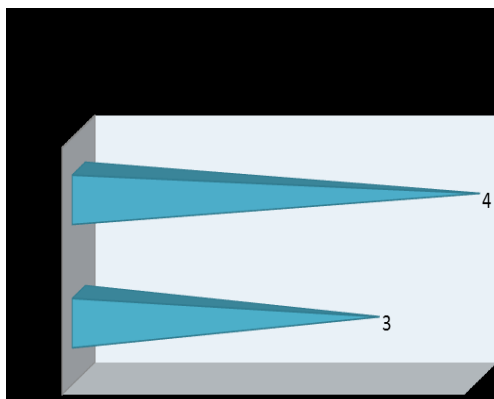
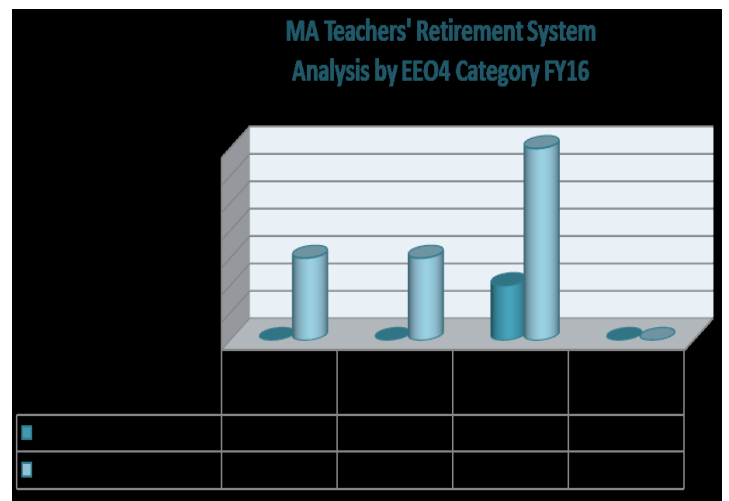
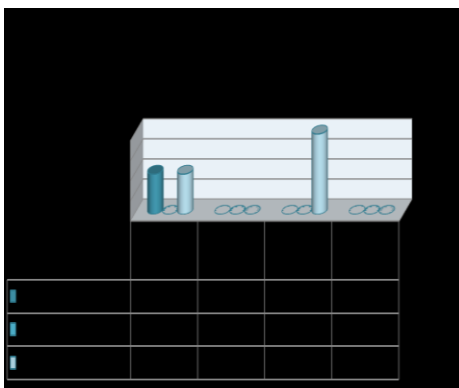
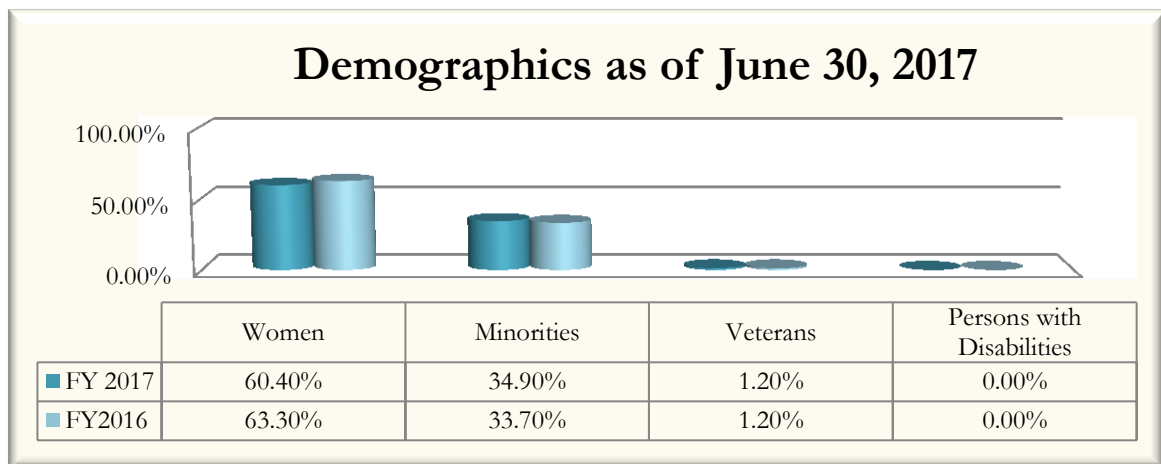
## Demographics as of June 30, 2017



# MA TEACHERS' RETIREMENT SYSTEM

**ERIKA M. GLASTER, EXECUTIVE DIRECTOR**

**Robert G. Fabino, Diversity Officer**

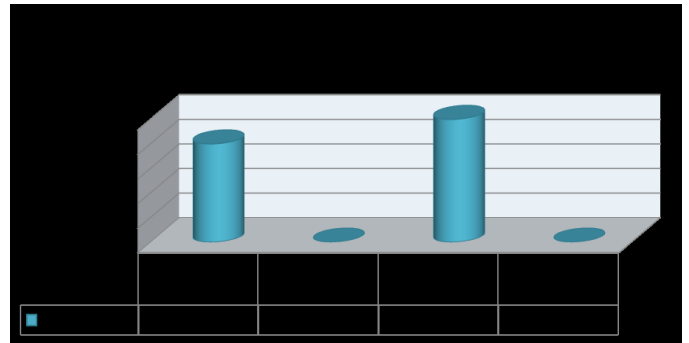
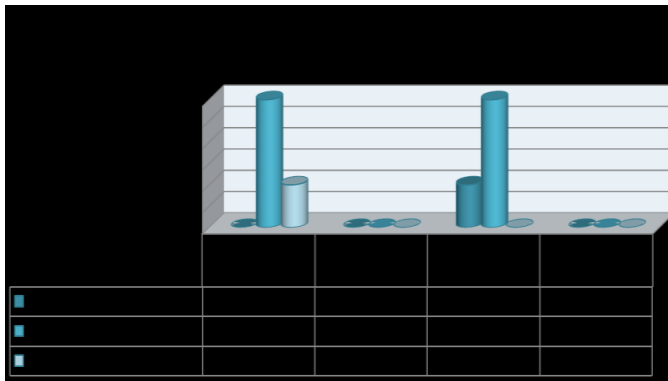
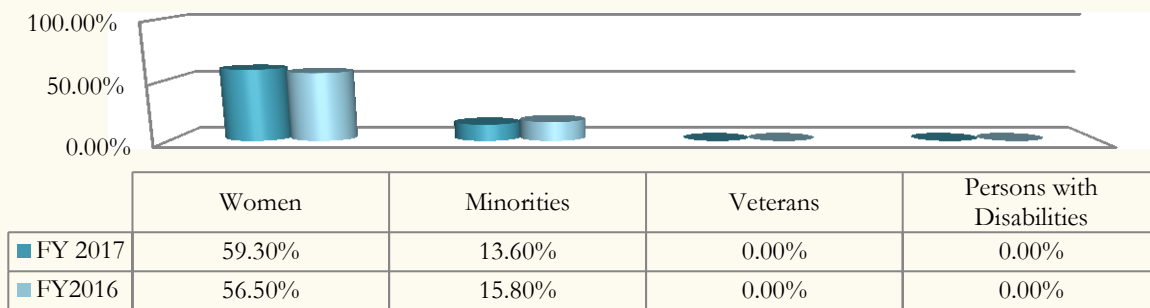


# PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION COMMISSION

**JOSEPH E. CONNARTON, EXECUTIVE DIRECTOR**

**Caroline J. Carcia, Diversity Officer**

## Demographics as of June 30, 2017



## Public Employee Retirement Administration Commission Workforce Summary by New Hires

